



BD2Decide

Big Data and models for personalized Head and Neck Cancer Decision support

TITLE	Communication plan and strategy		
Deliverable No.	D9.2		
EDITOR	MME – F. Mercalli		
Contributors	All Partners		
WorkPackage No.	WP9	WorkPackage Title	Communication & Exploitation
Status¹	Final	Version No.	1.0
Delivery date	01/07/2016	Actual delivery date	01/07/2016
Dissemination level	PU		
DOCUMENT ID	D9.2 Communication plan and strategy		
FILE ID	BD2Decide D9.2		
Related documents	Technical Annex I DoA version 21/10/2015		

¹ Status values: TOC, DRAFT, FINAL



Distribution List

Organization	Name of recipients
AOP	T. Poli, E.M. Silini, S. Rossi, E. Martinelli, G. Chiari, C. Caminiti, G. Maglietta
VUMC	R. H. Brakenhoff, H. Berkhof, P. va de Ven
UDUS	K. Scheckenbach
INT	F. Favales, L. Licitra, G. Calareso, G. Gatta, A. Trama
UPM	G. Fico
Fraunhofer	F. Jung, S. Wesarg
ATC	V. Tountopoulos
AII	A. Algom
POLIMI	L. Mainardi, V. Corino, E. Montin
MAASTRO	P. Lambin, F. Hoebbers
MME	S. Copelli, F. Mercalli
UNIPR	S. Rossi
European Commission	Project Officer: and all concerned E.C. appointed personnel and external experts

This document should be distributed as guidance to all the personnel of BD2Decide Consortium partners involved in the project execution.

Revision History

Revision no.	Date Issue	of Author(s)	Brief Description of Change
0	01.06.2016	F. Mercalli (MME)	ToC
1	01.07.2016	F. Mercalli (MME)	Finalized version

Addressees of this document

This document is addressed to the BD2Decide Consortium. It describes the plan for dissemination and communications, that should be enacted from M7 until the end of the Project.

The deliverable will be revised twice (v2 at M18 and v3 at M30), in order to take into account additional insights, obtained during the course of project.

This document will be delivered to the European Commission.



TABLE OF CONTENTS

1	OBJECTIVES OF THE COMMUNICATION PLAN.....	8
1.1	Targeted groups.....	9
2	COMMUNICATION STRATEGY.....	11
2.1	Collection of communication opportunities.....	12
2.2	Assessment of interested target groups.....	14
2.3	Selection of communication channels.....	14
2.4	Selection of format.....	18
2.5	Production and publishing.....	18
2.6	Dissemination Materials.....	19
3	OPERATIONAL PLANNING.....	20
3.1	Consortium Level Operational Planning.....	20
3.2	Partner Level Operational Planning.....	21
3.2.1	AOP and UNIPR.....	22
3.2.2	VU/VUmc.....	27
3.2.3	UDUS.....	28
3.2.4	INT.....	29
3.2.5	UPM.....	31
3.2.6	Fraunhofer.....	33
3.2.7	ATC.....	34
3.2.8	AII.....	36
3.2.9	MAASTRO.....	37
3.2.10	POLIMI.....	39
3.2.11	MME.....	40
4	Procedures.....	42
4.1	Approval cycle.....	42
4.2	Publication of other Partners results.....	44
4.3	Information on EU funding.....	44
4.4	Communication activities by the EC.....	44
5	Measurement of Outcomes.....	45



Annex A. Updated Scheduling.....47
References.....52



LIST OF TABLES

Table 1. Target groups for communication actions	10
Table 2. Fields for the list of communication opportunities	13
Table 3. BD2Decide communication channels	17
Table 4. Approval cycle for publishing Project results.....	44
Table 5. Audience to be reached per target group and point of assessment	46



Abbreviations and definitions

CA	Consortium Agreement
DoA	Description of Action, Technical Annex I to the Grant Agreement
EC	European Commission
EU	European Union
GA	Grant Agreement



Executive summary

This deliverable illustrates the communication plan and strategy that the BD2Decide Project will enact in order to effectively reach all the actors categories targeted by the Project, with timely and relevant information.

The ultimate objective is to prepare the exploitation phase of the Project, where results will be used to pursue clinical, commercial and scientific interests expressed by either:

- the Consortium,
- the European healthcare system and industry
- the European citizens.

To achieve this, the communication activities of BD2Decide will address:

- the clinical and healthcare actors that may directly or indirectly benefit from it.
- industry actors, potentially interested in collaborating with the Consortium and/or individual Partners to invest, commercialize, resell or build new products/services on relevant Project results.
- the scientific community, that can benefit from the European scale research collaboration enacted by the BD2Decide endeavour
- EU citizens, who are the ultimate beneficiaries of the action, and who will be informed on how the results of BD2Decide have a strong and direct impact on their quality of life, particular for HNC and cancer patients

Specific audiences to be addressed are those explicitly mentioned in the GA, DoA, Part B, Subsection 2.2.2, and include healthcare and clinical organizations, commercial organizations, research organizations, policy-makers and funders, patients associations and cancer research NGOs, and the general public.

From an operational point of view:

- a specific workflow is proposed, based on the identification of pertinent communication opportunities, their mapping to appropriate target groups and communication channels, and the formulation and publishing of respective communication messages, drafted in the format which best fits the intended purpose
- a set of individual communication actions is planned for, at both Consortium level and individual Partner level
- relevant procedures are put in place in order to ensure that the communication activities are carried out in conformance with provisions of the GA and the CA, and that the interests of the Consortium Partners and of the EC are dutifully considered
- mechanisms are proposed in order to periodically assess the outcome of the communication activities and their actual value in supporting the future exploitation phase of the BD2Decide Project



1 OBJECTIVES OF THE COMMUNICATION PLAN

According to the GA, the BD2Decide Consortium has a contractual obligation to promote the Project and its results by providing targeted information to multiple interested audiences, including the media and the public, in a strategic and effective manner (Art. 38 of GA [1]).

In fact, communication is a crucial element to **prepare the exploitation phase** of the Project, where results will be used by Partners to either:

- Pursue clinical interests, through the application of the BD2Decide DSS platform to clinical practice, in order to improve the treatment of cancer – initially for HNC, but possibly extending to other areas where model-based prediction, deployment of big data techniques, data analytics and data visualization, are particularly relevant
- Pursue commercial interests, with the aim of bringing results (or artefacts or knowledge derived from results) on the market, in order to provide the EU industry and citizens with innovative products and services in the area of decision support for the diagnosis and treatment of cancer
- Pursue scientific interests, with the aim of sharing knowledge and research results with the broader scientific community, and to allow other institutions and researchers to build upon the BD2Decide endeavour to further investigate the role of big data-based models in cancer research

From the above premises, the following general communication objectives are derived:

- To make BD2Decide results known to clinical and healthcare actors that may directly or indirectly benefit from it. This includes specialists involved decision making for HNC, for cancer treatment in general or for other healthcare areas that can take advantage from a coherent use of large quantities of heterogeneous data for predictive and therapeutic interventions.
- To make BD2Decide's exploitable components known to industry actors that are potentially interested in collaborating with the Consortium and/or individual Partners in order to invest, commercialize, resell or build new systems on top of the BD2Decide prototypes, tools and methods
- Illustrate to EU citizens how the results of the BD2Decide endeavour will have a strong and direct impact on their quality of life, by allowing earlier detection of cancer risks and better treatment decisions, including a more constructive and mutually beneficial patient-doctor relationship
- Show to actors in the scientific community and in the industry how the European collaboration enacted by BD2Decide allows to achieve objectives that would have been impossible to achieve at a national or local scale



1.1 TARGETED GROUPS

In order to effectively achieve the objectives presented above, it is important to precisely identify which are the actors that need to be targeted by the BD2Decide communication effort.

In fact, a clear-cut identification of relevant target groups is a crucial prerequisite to formulate accurate communication messages and to select the most appropriate communication channels to vehiculate them.

This work has already been developed by the Consortium at the proposal writing stage and the resulting list of the targeted groups is included in the DoA, Part B, Subsection 2.2.2.

The list is reported in the following table, for reader's convenience.

Targeted Group	Description
Commercial organizations	To be targeted for commercial exploitation. This target group is very large, but can be effectively reached through the joint forces of the Consortium. In particular, the Consortium will set out to tap into the European hospital information systems market (primary target), diagnostic imaging software market and the big data analytics market
Healthcare and clinical organizations	Appropriate demonstration activities will target healthcare and clinical organization, in order to show the effectiveness of the BD2Decide approach in improving clinical decision making processes, improving efficiency and containing costs of diagnosis, prognosis and treatment, improving patients' quality of life.
Research organizations	To be targeted for scientific dissemination. Scientific dissemination will be conducted toward research and academic organizations, scientific journals, Committees, Internet Fora and other working groups in the fields related to the BD2Decide work. This target group can be effectively reached by the Consortium's prestigious research and academic organizations.
Policy-makers and funders	Given the importance of public healthcare systems in BD2Decide exploitation, the influence and connections of the Consortium's academic and industrial players will be enacted in order to guarantee that this target group can be effectively reached and shown the advantages and impacts of the project.



Targeted Group	Description
Patients Associations and Cancer Research NGOs	All of the project's dissemination activities will target this group, in order to contribute to raise awareness, and to foster knowledge sharing and participation to the project assessment. In this sense the use of social media and video-animations that clarify the project concepts and the innovations possible in HNC care is a key communication means. To achieve wider visibility, participation to cancer-related research campaigns, publications on cancer research NGOs press (e.g. AIRC in Italy) will be pursued. The presence in the Consortium of internationally recognized oncologists, biomolecular researchers, surgeons and radio-therapy researchers are important facilitators to these actions
General public	All of the project's dissemination activities will target this group, in order to contribute to raise awareness, particularly as concerns the improvement of quality of life of HNC patients, which is especially threatened, compared to other kinds of diseases.

Table 1. Target groups for communication actions



2 COMMUNICATION STRATEGY

In order to achieve the objectives outlined in Section 1 and to effectively communicate relevant results to the target groups mentioned there, the Project will enact an appropriately crafted strategy, based on the three broad chronological phases:

- **Awareness raising phase**, from Month 1 to Month 18: during this phase – which is planned for in this deliverable – the major objective will be to make the Project known to its intended targeted categories. Since, during this period, there will not yet be full availability of relevant Project outcomes (in terms of prototype tools, models, methods, etc.) that could be presented to ultimate users, the effort of the Consortium will be concentrated in “spreading the news” and disseminate information about the BD2Decide endeavor, based on the knowledge assets produced by the specification phase. This includes, for instance, illustrating the overall project rationale and the general expected benefits, for each different targeted group.
- **Presentation phase**, from Month 18 to Month 30: during this phase – which is planned for in *D9.3 Communications plan and strategy, second release* – the first project prototypes, available at Milestone 3 (Month 18), will be leveraged in order to demonstrate the specific advantages that BD2Decides components will bring to the clinical and research practice, resolving specific problems, improving specific processes and ultimately benefiting patients’ QoL.
- **Pre-exploitation phase**, from Month 30 to Month 40: during this phase – which is planned for in *D9.4 Communications plan and strategy, final release* – the emphasis will be on the preparation of the clinical, scientific and commercial exploitation phase of the Project. With the market requirements ready at Milestone 4 (Month 24), the communication messages will be more focused toward system usage and will start to gradually morph into *marketing messages*.

From an implementation point of view, all the above phases will be based on a continuous quest to identify relevant prospects for effective communication of project achievements, and to exploit them by conducting the following coordinated steps:

- Identification of relevant events – either generated within the Project or by external actors working in areas pertinent to the Project – that can generate **communication opportunities**, for conceiving and conveying relevant messages, appropriate for one or more of the target categories listed in subsection 1.1. These events may be, for instance: the issue of a public deliverable, the experimentation of a Project artefact at a pilot site, the generation of new knowledge that can be the subject for a scientific publication, or the emergence of external outputs (e.g. tools, scientific findings, etc.) that demonstrate synergy and/or complementarity to the BD2Decide endeavor and help to better illustrate its ultimate added value in the current context.
- Assessment of the specific **target groups** that are potentially interested in relevant matching communication messages, generated by specific events

- Identification of relevant **channels** to vehiculate BD2Decide communication messages, such as social networks, newsletters, mass media, scientific conferences, trade fairs, etc. Each channel has specific characteristics that makes it particularly suitable for certain target groups and messages types
- Identification of the most appropriate **format** for each communication message. This activity also depends on the nature of the message, the targeted categories that can benefit from it, and the selected communication channels
- Production and publication of the message (e.g. writing a micro-post or post article, writing a scientific paper, organizing a restricted workshop, etc.), possibly after the activation of an appropriate approval cycle

The conduction of the above activities entails the enactment of the workflow illustrated in Figure 1.

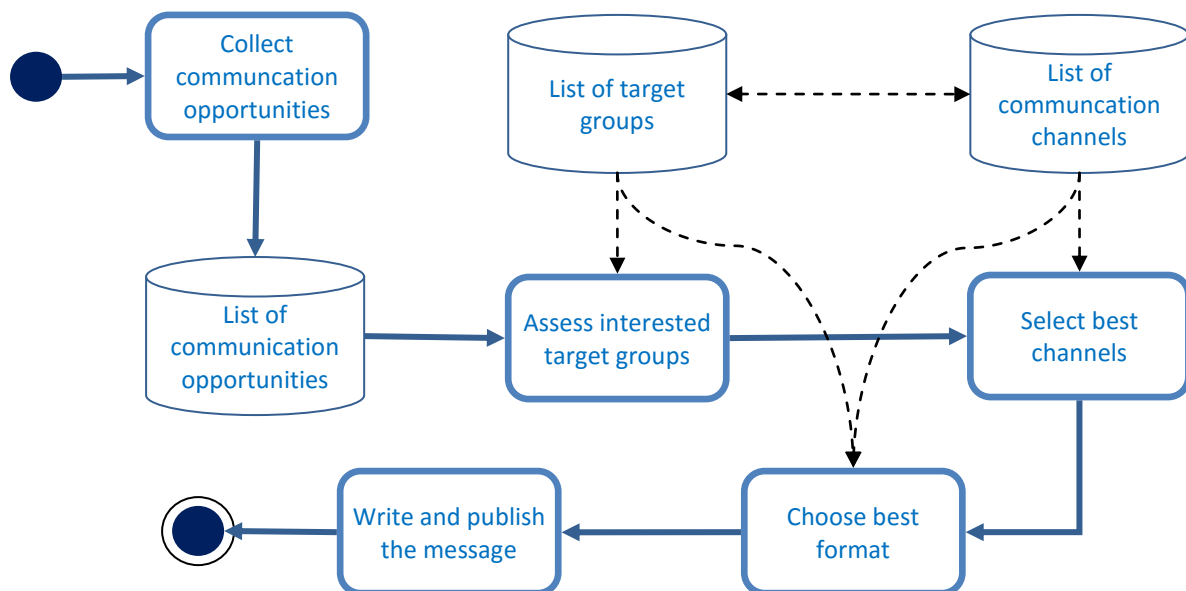


Figure 1. Communication strategy workflow

The workflow components illustrated in the Figure are described in details in the following subsections.

2.1 COLLECTION OF COMMUNICATION OPPORTUNITIES

The collection of communication opportunities is the “starting point” of the BD2Decide communication activity.

It aims at producing and maintaining a chronologically ordered *list of communication opportunities*, that registers relevant prospects for creating and publishing messages aimed at making BD2Decide and its results known to the intended target groups.



In its current status, at the time of writing, the list of communication opportunities is reported in Annex A. However, the list is an evolving document, as it will be continuously updated each time new opportunities emerge.

When inserting a new prospective communication action in the list, the fields illustrated in Table 2 have to be filled.

Field	Content
Time	Estimated time at which the opportunity will arise
Event	Brief description of the event that generates the opportunity
Potential message	Brief description of the potential message that can be communicated
Target group(s)	Tentative indication of the addressable target groups
Possible channels	Tentative indication of the communication channels to be used

Table 2. Fields for the list of communication opportunities

The main purpose of the list is to record every possible interesting opportunity and to put it in context by comparing it with the others, both from a temporal and from a content viewpoint.

It will be the reference point to decide what and when to communicate in BD2Decide, along the full Project duration.

Responsibility and timing

The collection of new opportunities is carried out under the responsibility of the whole Consortium. In fact, opportunities may be generated:

- At Consortium level, during the operations of the BD2Decide Project and the progress of the work-plan (e.g. issuing a public deliverable)
- At individual Partner level, during the course of the typical institutional or commercial activities of the Partner (e.g. publication of a local press release)

More information on this is provided in Section 3.

This action is carried out continuously, as events that may be linked to relevant communication opportunities occur.

MME, Work-package Leader of *WP9 Communication & Exploitation* will ensure the necessary coordination and management of the list.



2.2 ASSESSMENT OF INTERESTED TARGET GROUPS

The target groups to be addressed by BD2Decide communication have already been defined in the DoA and are replicated for convenience in subsection 1.1 of this document.

Each new communication opportunity is assessed against its value and attractiveness for each different target group and the resulting decision on which ones to address is recorded in the list illustrated in subsection 2.1 above.

Responsibility and timing

This action is carried out under the responsibility of MME, Work-package Leader of *WP9 Communication & Exploitation*.

It will be conducted each time a new entry is added to the list of communication opportunities.

2.3 SELECTION OF COMMUNICATION CHANNELS

The communication channels that will be used by BD2Decide are illustrated in Table 3 below.

In the Table, four different channels categories are identified:

- **Inbound (pull) channels:** these are the channels most suited for inbound communication, i.e. where the main initiator of the communication is the targeted audience, who spontaneously decide to accede the channel and consume its content. The most common examples in this category are micro-post based social media. BD2Decide will initially address three of them: Twitter, Facebook and LinkedIn. The creation of a YouTube channel will be considered in the future, depending on the importance that video content will assume in the BD2Decide dissemination. In addition to social media, this category also includes a Project Blog, hosted on the Project Website, that will present more in-depth posts and articles (<http://www.bd2decide.eu/content/project-blog>).
- **Outbound (push) channels:** these are more traditional channels, where the main initiator of the communication is the Project. It includes conventional press releases, the Project Newsletter, and the organization of Project workshops, possibly in cooperation with other actors.
- **Sectorial channels:** these channels have a more restricted and specific target, with respect to the previous two categories. It includes channels managed by the EU (and made available to H2020 Projects, among others), Scientific publications, and Trade fairs.
- **Focused channels:** these channels will be used for communication actions which are very close to dissemination and exploitation of Project results, either scientifically or commercially. It includes participation to Clustering activities and the organization of restricted presentation meetings.



Category	Channel	Description
Inbound (pull)	Twitter	A relatively “lean” channel, suitable to inform all target groups about what is going in general on in BD2Decide. Published micro-posts will possibly contain a link to more in-depth content, issued on other channels (such as the Project Blog) for interested readers.
	Facebook	<p>Given its wide appeal on a large number of users, this channel will be mainly exploited to reach the General Public as well as Patients Associations and Cancer Research NGOs.</p> <p>The possibility to add images and videos allows to convey more intensive and expressive messages.</p>
	LinkedIn	This channel addresses a more professionally oriented public, particularly through its Groups feature, which represent well-established professional Fora, that cover a wide variety of topics, including several of interest to BD2Decide (e.g. of clinical, scientific or commercial nature). The opportunity to open new Groups, specific to BD2Decide, will be assessed during the project, in case areas of interest to the Project result insufficiently covered by existing Groups.
	Project Blog	<p>The main characteristic of the Project Blog, with respect to the other channels in this category, is the possibility to convey much richer message formats, compared with what possible with micro-posting. As previously mentioned, the Project Blog can also be the destination of URLs from micro-posts published on other channels, aimed at providing more elaborated content for interested readers.</p> <p>As such, the Project Blog is naturally multi-target: each single post can be specifically targeted toward well-defined subset of actors. A tag/category hierarchy will help readers to find Posts of interest to them.</p>



Category	Channel	Description
Outbound (push)	Press releases	Press releases will be published by either the Consortium (mostly for EU- or World-level communication) or by individual Partners (mostly for local communication). Press releases can address several target groups, depending on the media to which they are ultimately sent.
	Newsletter	<p>A Project Newsletter will be published periodically, collecting in one place major Project achievements in the considered period.</p> <p>It is the ideal channel to represent a comprehensive reference information for BD2Decide, that can be used to efficiently communicate the status of the Project, particularly to professional actors and policy makers.</p>
	Workshops	<p>Workshops will be organized to present Project results and ideas, exploiting the “in presence” availability of BD2Decide experts, willing to interact with the audience.</p> <p>For instance, this channel can be used to target:</p> <ul style="list-style-type: none"> • The General public, Patients Associations and Cancer Research NGOs – e.g. workshops organized in cooperation with associations like AIRC in Italy, who promote cancer research toward the public • Healthcare, clinical and research organizations, to present specific scientific ideas and methods explored and furthered by the Project • Commercial organizations, to present BD2Decide components that may be industrialized and marketed after the end of the Project



Category	Channel	Description
Sectorial	EU Channels	<p>This includes channels managed by the EU and made available to H2020 Projects.</p> <p>They will be mostly used to address professional groups, such as Healthcare and clinical organizations, Research organizations, Commercial organizations, as well as Policy-makers and funders.</p>
	Scientific publications	<p>This channel includes publications in journals and magazines or at scientific conferences and symposia.</p> <p>It will be the main channel to address Research organizations and to ensure the dissemination and use of the research oriented components of the Project.</p>
	Trade fairs	<p>This channel will be used to address Commercial, Healthcare and clinical organizations, in order to pave the way to an effective dissemination and exploitation phase, to be conducted after the end of the Project.</p> <p>Specific fairs will also allow to address Policy-makers and funders.</p>
Focused	Clustering	Clustering with other Projects – in the same or in close areas – aims at sharing information on BD2Decide that may lead to additional research and/or industrial co-operation.
	Restricted meetings	This is the channel that will be used for communication actions that are very close to scientific or industrial dissemination and/or exploitation. For example, it includes meetings with potential customers or workshops with other research teams to start joint initiatives.

Table 3. BD2Decide communication channels

Responsibility and timing

The selection of the most appropriate communication channel is carried out under the responsibility of MME, Work-package Leader of *WP9 Communication & Exploitation*.



It will be conducted each time a new entry is added to the list of communication opportunities, illustrated in subsection 2.1.

2.4 SELECTION OF FORMAT

When target groups and channels have been identified, the most appropriate message format shall be formulated, depending on the former elements as well as on the nature of the message.

It is very important that the decision is made by taking into consideration all the above mentioned dimensions.

For example, different channels present different limits to the format that can be used: for example social networks mostly rely to micro-posts, where text is limited in size, although pictures and videos are allowed in some cases; on the other side, printed newsletters can feature more elaborated text content but have few multimedia capabilities, etc.

In addition, within these limits, decisions must also be based on the targeted groups or on the nature of the message. For example:

- Messages to involve the general public should be more attractive, with more visual content, in order to convince a non-specialist citizen to read through the message
- Messages directed to specialists (e.g. at Healthcare and clinical organizations or Research organizations), who generally know in advance a significant amount of background information, will likely need less “aesthetic” content and more hard data to show what concretely BD2Decide has to offer
- On the other side, some messages may intrinsically require usage of images (e.g. when addressing data visualization tools) or even video (e.g. if complex workflows are involved)
- And so on.

Responsibility and timing

This action is carried out under the responsibility of either:

- MME, as Work-package Leader of *WP9 Communication & Exploitation*, for Consortium level initiatives
- The relevant Partner, for Partner level initiatives

The action will be conducted in due time, as specified in the list of communication opportunities (subsection 2.1).

Once elaborated, the content of the communication may be subject to approval procedures, as illustrated in Section 4.

2.5 PRODUCTION AND PUBLISHING

When the content is ready and approved, it can be published, using the selected channels.

Responsibility and timing

This action is carried out under the responsibility of:



- MME, as Work-package Leader of *WP9 Communication & Exploitation*, for Consortium level initiatives
- The relevant Partner, for Partner level initiatives

The action will be conducted according to plan, after the approval procedures listed in Section 4 have been completed with positive outcome, if applicable.

2.6 DISSEMINATION MATERIALS

The overall communication strategy, illustrated in the preceding subsections, is based on the generation, planning and publication of relevant messages, tailored to the needs of the specific audience groups addressed by BD2Decide.

The strategy needs to be correspondingly supported by relevant dissemination materials, as it is appropriate to reinforce and substantiate the messages themselves and to further attract the interest of targeted actors.

The development of a high quality set of such materials is planned as *D9.5 Dissemination materials – first release* to be delivered at Month 8.

A preliminary list of D9.5 content is reported in the following, for reader's convenience:

- Project Logo
- Project Web site
- Project presentations template
- Project social network accounts
- Project leaflet/brochure
- Project newsletter format and editorial plan
- Project video presentation

Some of these materials will be implemented immediately, while others – that may require the availability of relevant project results to be created – will be published in later phases of the Project, as part of deliverables *D9.6 Dissemination materials – second release* (Month 20) and *D9.7 Dissemination materials – third release* (Month 32).



3 OPERATIONAL PLANNING

This section defines the communication actions that the Project will implement – at both Consortium level and individual Partner level – in order to operatively implement the strategy presented in the previous Section.

3.1 CONSORTIUM LEVEL OPERATIONAL PLANNING

Consortium level communication actions revolve around assets collectively produced by Partners during the development of the BD2Decide work-plan: public deliverables, demonstration of prototypes and the organization of dedicated scientific workshops in three EU countries represented in BD2Decide, according to what planned in DoA, Part A.

Details are provided in the following table.

Description	Targeted group(s)	Size of audience (estimate)	Timing
Public Project deliverables	Potentially all, depending on the deliverable. Choice of specific targets to be made according to Section 2 above.	Order of 1000s	According to work-plan in DoA, Part A
Demonstration of project prototypes	Healthcare and clinical organizations, Commercial organizations	Order to 100s	After Milestone 3, when BD2Decide prototypes will be available
Scientific workshops in Italy, Germany and the Netherlands	Research organizations	Order of 1000s	After Milestone 3, when significant scientific results will be available

These elements will produce a series of multiple communication actions, according to the workflow illustrated in Section 2, which are listed in Annex A for the period from Month 1 to Month 18, covered by this deliverable (following periods will be covered in deliverables *D9.3 Communications plan and strategy, second release* and *D9.4 Communications plan and strategy, third release*).



3.2 PARTNER LEVEL OPERATIONAL PLANNING

Besides the Consortium level actions, presented in the previous subsection, each Partner will also enact an individual communication strategy, aiming to synergically reinforce the Project communication effort, by addressing specific concerns such as:

- Particular exploitation targets of interest to the Partner (e.g. by scientific area, clinical application or industry segment)
- Exploitation of additional communications channels available to the Partner (e.g. customer lists and business networks for companies, educational activities for universities, participation in government panels and workgroups for healthcare organizations, etc.)
- Localization (e.g. translation in local language, adaptation to the local healthcare structure and regulations, etc.)

In the following subsections the individual communication planning of each BD2Decide Partner is presented in detail.

In particular, for each Partner, the following is illustrated:

- Overall rationale of the Partner's individual communication strategy
- List of planned communication actions, including for each action:
 - Brief description of the action
 - Groups targeted by the action (the groups are selected among those foreseen in the DoA and listed for convenience in subsection 1.1)
 - Estimate of the size of the audience that can be potentially reached
 - Tentative scheduling/timing

The plans here presented will be conducted under the direct responsibility of the relevant Partner.

When sufficient detail is available, actions proposed by Partners will also be added to the list of Consortium level communication opportunities reported in Annex A, in order to relay and reinforce Partner level communication. This objective will be continuously pursued as more details become available, in the frame of the constant update of the list of communication opportunities (see section 2.1).



3.2.1 AOP and UNIPR

3.2.1.1 Overall communication strategy

AOP has established communication and dissemination practices for the ongoing research. A Communication Department is in charge of institutional communications for the general public and of targeted dissemination to healthcare specialists and to the Regional and National Health Trust Authorities. This department is in charge of issuing periodic press releases and to inform the target audiences of citizens, healthcare professionals and healthcare policy makers through the web site.

Besides institutional dissemination, which is subject to the hospital management approval, specific dissemination actions will be implemented for BD2Decide by the involved hospital units: maxillo-facial surgery, pathology, radiology, epidemiology and research office.

Of note, AOP is a University hospital, thus most clinicians are also university professors at Parma University (UNIPR) medicine faculty, thus the dissemination actions will be jointly performed by Partners AOP and UNIPR whenever scientific and medical communication actions will be involved.

In particular, the activities performed by AOP and UNIPR can be roughly segmented into three main streams of target audiences:

1. Internal communications: aimed at fostering collaboration among the different Operational Units of the Institutions, given the multi-competence aspects of the DB2Decide research. This communication goes through internal presentations of the project to:
 - the hospital directors of unit, in particular radiology, oncology, ENT, biomolecular lab, pathology, and bio-banking;
 - the technical staff engaged in supporting BD2Decide technical implementation: hospital IT department director and staff, medical engineering director and staff, IT director of the University, University Big Data and cloud systems group. In this sense the BD2Decide Coordinator is the responsible person for AOP;
 - the administrative staff and all the key decision makers along the management line; in this sense actions are chaired at AOP by the staff involved in communications (Ufficio stampa), the chief of clinical research at AOP; at UNIPR similar activities are led by the University Communications Department and by the Central Office for EU Research.
2. Institutional communications towards regional/national policy makers in the healthcare sector: the EU research Office at AOP maintains constant communications with the territorial health agencies (AUSL), with the Regional Health Offices and with the involved medical associations (e.g. dentists, family physicians, ENT professionals). These communications are not only aimed at keeping policy makers and healthcare providers institutions up-to-date with respect to the BD2Decide project, but also to foster clustering and collaboration for the access to available population data and to engage territorial operators to foster patients' participation to the clinical study. In this line a dedicated meeting inviting dentists, ENT professionals and family physicians of Parma territory will be organized within the first year of the project, to



present BD2Decide objectives, starting point and intermediate results and expected outcomes for the community.

3. Communications to citizens, especially patients, through already experienced collaboration with patients' associations and with AOP oncologists. In this line and as part of already ongoing similar initiatives, AOP will organize a meeting with H&N cancer patients, to illustrate the scope of clinical trials, the potential progress that BD2Decide could produce in terms of personalized treatment and co-participation of patients to the assigned treatment, in line with better informed treatment decision, increased patients' compliance and expected improved outcome and quality of life.

Within the above described framework, the following actions have been planned.

3.2.1.2 List of planned actions

Description	Targeted group(s)	Size of audience (estimate)	Timing
Project presentation in AOP web site http://www.ao.pr.it/cu-rarsi/reparti-e-servizi-sanitari/maxillo-facciale/la-ricerca-della-maxillo-facciale/	General public	200.000	Already established
Project presentation in UNIPR web site http://www.unipr.it/ricerca/ricerca-internazionale/progetti-finanziati	General public	50.000	Already established
Press release	General public	Citizenship of Parma	July 2016
Supporting materials	General public/UE	Patients associations/Physicians/ General population	July 2016
Meeting/Workshop	General public	Patients associations/Physicians/ General population	September 2016



Description	Targeted group(s)	Size of audience (estimate)	Timing
World Head and Neck Cancer Day (tentative)	Scientific medical community	Patients associations/Physicians/ General population	27 th July, 2016
Oral cancer Days 2017 and 2018	General public	General population	2017 and 2018 (to be defined)
American Society Of Clinical Oncology (ASCO) Annual Meeting 2017	Scientific medical community	Medical Oncologists, Head and Neck Surgeons	2-6 th June, 2017
XX National Congress of SICMF (Italian Society of Cranio-Maxillo-Facial Surgery)	Scientific medical community	SICMF members, ENT and Head and Neck Surgeons	14-17 th June 2017
Annual Congress of Italian Head and Neck Oncologic Society (AIOCC)	Scientific medical community	Head and Neck Surgeons, cancer Researchers, Oncologists	2017 (to be defined)
American Society Of Clinical Oncology (ASCO) Annual Meeting 2018	Scientific medical community	Medical Oncologists, Head and Neck Surgeons	2018 (to be defined)
6th International Academy of Oral Oncology (IFHNOS) World Congress	Scientific medical community	Head and Neck Surgeons	1-5 th September 2018
EACMFS 2018 - European Association for Cranio-Maxillo-Facial Surgery	Scientific medical community	Maxillofacial Surgeons, Head and Neck surgeons, Cancer researchers	2018 (to be defined)



Papers / publications

The physicians and researchers from AOP and UNIPR involved in BD2Decide foresee to publish scientific articles on the following journals (in collaboration with other participating clinical centres, as soon as remarkable scientific results are available (forecast: year 2017-2018)):

- Journal of the National Cancer Institute
- Clinical Cancer Research Journal
- Cancer Letters
- Oncology Reports
- Advances in Cancer Research
- Annals of Oncology
- Current Cancer Drug Targets
- European Journal of Cancer
- British Journal of Cancer
- Oral Oncology
- Head & Neck
- Journal of Cranio-Maxillo-Facial Surgery
- International Journal of Oral and Maxillofacial Surgery
- British Journal of Oral and Maxillofacial Surgery
- Journal of Oral and Maxillofacial Surgery

Media, press and other dissemination

Physicians and researchers at AOP and UNIPR will participate to the yearly annual events (Oral Cancer Day; World Head and Neck Cancer Day; local awareness days) and present the BD2Decide project results by all available means of communication, both nationally and internationally. Coverage by local media will be organized by AOP and UNIPR Communications Offices.

Direct dissemination at Regional Level will be accomplished giving proper emphasis to the various components developed during the project such as the BD2Decide dedicated platform (in the framework of the Regional technology network and of "Progetto Sole") and regarding the clinical and scientific results (in the framework of the communications with the Regional Health Authorities).



BD2Decide workshops

The Coordinator intends to organise workshops for internal and external dissemination, involvement of doctors and patients in pilots and for knowledge and expertise sharing with other projects and initiatives with similar or complementary areas of research. These workshops will involve both internal personnel and invited clinicians from other institutions.

Interim and final scientific workshops will be organized during the project, to communicate the scientific results for the national and international research community and to present the BD2Decide protocols, methodologies and models so far trained to the clinicians, the hospital general managers and to the policy makers of Emilia-Romagna region.

One of these events, scheduled in September 2016, will be dedicated to the presentation of the BD2Decide project. Invitation to participate will be extended to all citizens, by publicizing the event on the hospital's intranet and internet sites, with the use of flyers, and in the local press.

A scientific conference is also planned for the end of July, where, following the publication of the study protocol in a scientific journal, the project will be presented by the Italian Network participating in the study (Azienda Ospedaliero Universitaria of Parma, Istituto Superiore di Sanità and Istituto Nazionale Tumori of Milan).

Supporting materials

Within the month of November, information material on the project will be finalized, written in plain language using patient-friendly terminology, drawing on the booklet compiled by the Research and Innovation Unit of the University Hospital of Parma "Clinical studies: the information patients need" and on the brochure produced by the ECRAN European Project, designed to inform citizens about research, and specifically about clinical trials.



3.2.2 VU/VUmc

3.2.2.1 Overall communication strategy

Once the prognostic models are finalized we will publish them in peer-reviewed journals and present them at international conferences on Medical Decision Making and disease-specific conferences.

3.2.2.2 List of planned actions

Description	Targeted group(s)	Size of audience (estimate)	Timing
Journal Paper(s)	Scientific community	Related to Journals IF	M18-M36
Presentation(s) at conference(s)	Scientific community	Related to topic of conference	M18-M36



3.2.3 UDUS

3.2.3.1 Overall communication strategy

UDUS already held two internal presentations related to BD2Decide project. This will be continued with the progressing project. We furthermore spread information about the project to related other clinics of the region. As soon as results are available, UDUS plans to participate in publishing peer-reviewed journals. Furthermore, we will present the findings at national and international conferences.

The BD2Decide project information will be linked to our clinic homepage and the university homepage of the HHU and therefore presented to its visitors (other MD's, patients, scientists, etc.). In student's lessons associated with oncologic topics, BD2-Decide is also shown to students and therefore confronting them with ongoing science in this field.

3.2.3.2 List of planned actions

Description	Targeted group(s)	Size of audience (estimate)	Timing
Journal Paper(s)	Scientific community	Related to Journals IF	M18-M36
Presentation(s) at conference(s)	Scientific community	Related to topic of conference	M18-M36



3.2.4 INT

3.2.4.1 Overall communication strategy

The dissemination will take place throughout the duration of the project, with continuous diffusion of the results. Various target groups will benefit from that activity: first of all the partners involved in the project, secondly other institutions not directly involved in the project that could take advantage from the project results and lastly scientific community and patients as well as general public.

Promotional material will be designed and developed, aimed at presenting briefly the project, its partners, activities and the expected outcomes. The promotional material will be handed at all project events and at major conferences where the project will be presented.

Scientific publications are envisaged to disseminate the methodological results of the project. We aim at giving project presentations at local and international meetings, events, congresses throughout the duration of the project. Presentations will aim at awareness raising and they will aim at persuading people, physicians as well as patients, to take advantage of the project outcomes. International communication will be in English, associated, in the local communication, to the national language.

The results of the clinical study will be reported at general and disease specific oncological meetings and congresses. ECPC (European Cancer Patients Coalition) that is currently implementing a head & neck cancer task force, as well as national advocacy groups will be contacted.

Currently there is a growing use of smartphones as portable daily exercise and energy spending monitoring devices. We will explore the feasibility of producing an application including study results for these purposes.

Moreover INT is also coordinating the Joint Action on Rare Cancer (JARC) which aims at prioritising rare cancers (RCs) in the agenda of the EU and Member States, and at developing innovative and shared solutions, mainly to be implemented through the European reference networks on rare cancers, in the areas of quality of care, research, education and state of the art definition on prevention, diagnosis and treatment of rare cancers.

Head and neck cancers are rare cancers thus INT will disseminate information on BD2Decide in the discussion dedicated to quality of care and research and innovation which include researchers, clinical experts, politicians, health care planners, and scientific societies.

INT supports the make sense campaign which is the EU head and neck awareness week. The results of the project will be mentioned in this campaign at European and National level.

3.2.4.2 List of planned actions

Description	Targeted group(s)	Size of audience (estimate)	Timing
Project publication at INT research conference	General public/ Physicians	Physicians/patients/general population	Already published on June 2016
Project publication on AIOM site	General public/ Physicians and medical oncologists	Physicians/patients/general population	September 2016



Description	Targeted group(s)	Size of audience (estimate)	Timing
Project publication on ROL site	Healthcare facilities	Physicians	September 2016
Project publication on ClinicalTrials.gov site	Worldwide general public/ Physicians and medical oncologists	Physicians/patients/general population	October 2016
Abstract submission to ESTRO	Radiotherapists and medical oncologists	Individual, Institutional and corporate memberships	May 2017
Abstract submission to ASCO	Physicians and medical oncologists	Global network of more than 40,000 oncology professionals	June 2017
Abstract submission for ECHNO2017	European scientific community	Members of European Head and Neck Society	June 2017
AIOM National Congress	Scientific community	Patients associations/Physicians/General population	October 2017
Presentation at 2 JARC meetings (WP6 on clinical guidelines and WP7 on research)	Researchers, clinical experts, healthcare providers, scientific societies	Researchers, clinical experts, healthcare providers, scientific societies (about 30 subjects)	End 2017 - first semester 2018
Make-sense campaign initiatives	Politicians and general public	Politicians and general public	Campaign 2017
Abstract submission to ESMO	Medical oncologists, healthcare providers, researchers with an interest in oncology	European Medical Oncology Society	October 2018
Posters and abstracts	Scientific community	Related to topic of conference	2017 - 2018
Presentation(s) at conference(s)	Scientific community	Related to topic of conference	2017 - 2018
Journal Paper(s)	Scientific community	Related to Journals IF	Year 2018
ESR congress	Radiologist	Members of European Society of Radiology	March 2017
AACR-NCI-EORTC International Conference	Scientific community	Physicians, Researchers, clinical experts, healthcare providers, scientific societies	Fall 2017



3.2.5 UPM

3.2.5.1 Overall communication strategy

In this moment, the Life Supporting Technologies group of the UPM is at the edge of international R&D&I activities. The LST group is active in H2020 research and innovation projects, is a core partner of the EIT Health and leader of the Living Lab and Testbed Accelerator activities and has coordinating role in the European Innovation Partnership on Active and Healthy Ageing. This means that it has clear and strong connections with all the stakeholders of the innovation value chain, this means that the communication strategy will be done in several directions, as it is shown in the next table.

3.2.5.2 List of planned actions

Description	Targeted group(s)	Size of audience (estimate)	Timing
Collaboration with the Health Technology Assessment and Clinical Engineering Divisions of the International Federation of Medical and Biological Engineering. The idea is to take profit of the presence of UPM in these 2 divisions to establish KPIs for the Assessment of the BD2D Solution, in WP8.	Biomedical engineers and clinical engineers national societies worldwide.	NA	At least 1 Action at the end of each year (starting from month 12)
Participation to the IEEE EMBS and IFMBE conferences	Biomedical engineers and clinical engineers national societies worldwide. And Biomedical Engineering Society	The IEEE EMBS, MEDICON and IUPESM conference have usually an attendance of around 1000 persons.	At least 1 Action at the end of each year (starting from month 12)



Description	Targeted group(s)	Size of audience (estimate)	Timing
EIPonAHA, Interaction with Integrated Care and Adherence to Treatment Action Group and Citizen Emkpowerment (in all the 3 groups UPM has a leadership position)	Healthcare Organizations, Academies, Regions, Companies, Patient Association, etc.	Around 50 stakeholders for each Action Group, each one of them representing consortia.	At least 1 Action at the end of each year (starting from month 12)
EIT Health (RARE CANCER PROJECT). To cluster BD2D project with RARE CANCER.	Companies and Academies innovating in Rare Cancer		At least 1 Action at the end of each year (starting from month 12)
Madrid-Spain Local Stakeholders (HCSC, Madrid Region and City, Spanish Asssociation of Cancers)	Cancer Societies Local Deployment of Solutions, Innovative Procurements		
APPDATE, is the leading app recommendation platform for the Spanish speaking world, has invited UPM to present Big Data solutions to an audience of 100 healthcare professionals from the Levante area (in Catalunya)	Healthcare Professionals	100 medical doctors and high level managers.	September 2016 (To be confirmed)



3.2.6 Fraunhofer

3.2.6.1 Overall communication strategy

Fraunhofer IGD will focus its communication strategy on the dissemination in scientific papers and conference talks, as well as the presentation at exhibitions.

Furthermore, Fraunhofer will present the BD2Decide software and its novel algorithms at the RSNA in Chicago, which is the world's biggest medical meeting. Every important hardware and software company from the medical field is present at this exhibition. Hereby, the BD2Decide project will be presented and potential interested customers of the software solutions can be found.

In addition, Fraunhofer will publish the results and the outcome of newly developed algorithms in scientific papers and journals to raise the awareness of the project.

3.2.6.2 List of planned actions

Description	Targeted group(s)	Size of audience (estimate)	Timing
Announcement to company Web Site	Commercial organizations, Scientific community, Policy-makers	~	Already done
Scientific Paper on tumor segmentation algorithms	Scientific community	Dependent on Journal IF	M18
Demo of BD2Decide software	Exhibition of the "Radiological Society of North America" in Chicago	The exhibition has around 11500 visitors	M24
Scientific Paper on BD2Decide software in clinical practice	Scientific community	Dependent on the Journal IF	M24



3.2.7 ATC

3.2.7.1 Overall communication strategy

The Innovation Lab (ilab) of ATC that participates in the BD2Decide project builds its dissemination and communication strategy with the objective to ensure that the BD2Decide technological pillar and the tangible exploitable tools are widely disseminated to the appropriate target communities, including the communities of professionals for the development and operation of healthcare and clinical ICT products, the policy makers and the NGOs in patients' associations and cancer research, the ICT research community and the general public. The strategy aims to specific time scales for dissemination and communication using appropriate dissemination methods and communication channels, which target to motivate the different business and research groups, not only in raising awareness on what the project is about and how the conducted research brings innovation in the clinical case studies, but also make them part of the actual project technological development and end user evaluation through engagement (i.e. receive feedback and leverage technology uptake).

In particular, the relevant dissemination and communication activities that ATC plans to undertake in the course of the BD2Decide project will be evolved on the basis of the following two dimensions: i) raise the maximum possible awareness regarding both the project vision in general and the specific innovations that will be produced during the project's evolution, as well as their expected impact for the healthcare industry, and ii) acquire feedback from professionals and experts on the suitability of the technical work, so that ATC takes advantage of the comments and perception from the end user communities and refine the technological achievements.

3.2.7.2 List of planned actions

Description	Targeted group(s)	Size of audience (estimate)	Timing
Development of the BD2Decide Web Site	All groups	Around 5000 unique visitors for the whole project duration	This action has already started, but frequent and periodic updates on the Web Site are planned.
Contribution to social media	All groups	Target for 50 followers	Monthly posts on the social media channels of the BD2Decide project and the iLab group of ATC.
Press release	Commercial organisations, policy makers, general public	100 relevant organisations	Announcement of ATC involvement and contributions to the project on an annual basis



Description	Targeted group(s)	Size of audience (estimate)	Timing
Announcement to company Web Site	Commercial organizations, Scientific community, Policy-makers	100 relevant organisations	Publication of BD2Decide introduction on the ilab Web Site.
Usability design session	Healthcare and clinical organizations	5-7 individuals	November 2016
Usability interaction session	Healthcare and clinical organizations, scientific community, Patients Associations and Cancer Research NGOs	10 individuals	March 2017
Usability evaluation session	Healthcare and clinical organizations, scientific community, Patients Associations and Cancer Research NGOs	10-15 individuals	October 2017
Usability evaluation session	Policy makers, scientific community, Healthcare and clinical organizations, Patients Associations and Cancer Research NGOs	15-20 individuals	May 2018



3.2.8 AII

3.2.8.1 Overall communication strategy

AII intend to implement the communication actions listed below.

3.2.8.2 List of planned actions

Description	Targeted group(s)	Size of audience (estimate)	Timing
Announcement to company Web Site	Commercial organizations, Scientific community, Policy-makers	100 relevant organisations	July 2016
Announcement about BD2Decide to Israel High-tech	Israel High-tech – Big Data community	6000 people	Feb 2017
Announcement about BD2Decide to the local Head and Neck Cancer research community in Israel	Head and Neck Cancer research community in Israel	10 people	Q1, 2017
Periodic Company Twitter and LinkedIn BD2Decide Announcements	High-tech – Big Data community	100s people	2017-2018



3.2.9 MAASTRO

3.2.9.1 Overall communication strategy

MAASTRO clinic bases its communication strategy through dissemination of results via conferences talks and scientific papers in order to inform scientific community about latest results in research.

Demonstrations of Oncoradiomics software will be used to inform healthcare organization about the use of radiomics features for outcome predictions

Web-based platforms will be employed to capture other institutions and patients interest in BD2Decide project.

3.2.9.2 List of planned actions

Description	Targeted group(s)	Size of audience (estimate)	Timing
Demos Of Oncoradiomics software	Scientific community Healthcare organization	300	Actual
ECHNO 2016 – 7 th European congress on head and neck oncology	Scientific community Healthcare organization	3000	M9
Scientific Paper on HPV infection correlation with imaging biomarkers	Scientific community	Dependent on Journal IF	M12
Scientific Paper on patient decision aid tools for H&N cancer patients	Scientific community	Dependent on the Journal IF	M24
6 th ICHNO (International conference on innovative approaches in head and neck oncology)	Scientific community Healthcare organization	2000	M15
ESTRO 36 European Society for Radiation Oncology conference 2017	Scientific community Healthcare organization	5000	M17



Description	Targeted group(s)	Size of audience (estimate)	Timing
MAASTRO website with project description	Scientific community Healthcare organization Patients	5000	M12
Website with interactive patient co-decision aid	Patients Healthcare organization Scientific community	5000	M24



3.2.10 POLIMI

3.2.10.1 Overall communication strategy

The purpose of POLIMI communication strategy in BD2Decide is the spreading of information about the MRI Radiomic tools and the MRI tumor phenotypes in HNC.

The main target groups include the scientific communities and the healthcare and clinical organizations.

The main content will be the association findings between MRI Radiomic and the other –omics results as a resource for the research community.

3.2.10.2 List of planned actions

Description	Targeted group(s)	Size of audience (estimate)	Timing
Journal Paper	Scientific community	Related to Journal's IF	M16
Demo of Radiomics FE software	Healthcare and clinical organizations	50	M18
Conference participation at Annual International Conference of the IEEE Engineering in Medicine and Biology Society 2017	Scientific community	2500	M19
Organization of Workshop at Annual International Conference of the IEEE Engineering in Medicine and Biology Society 2017	Scientific community	2500	M19
Journal Paper	Scientific community	Related to Journal's IF	M20



3.2.11 MME

3.2.11.1 Overall communication strategy

MME is a consultancy company formed by a diverse group of engineers, scientists, medical specialists and technicians that provide research and innovation services in several technology intensive sectors, which are crucially impacted by the progress of information technology (IT).

One of the principal business lines of the company addresses the introduction of IT and IT-based methods in healthcare research and practice.

In particular, MME has nurtured important cooperation links with local regional healthcare authorities, with regional and national clinical and biomedical research institutions, as well as with businesses that provides technology-related goods and services addressing the needs of the above actors.

In this context, the individual communication strategy of MME seeks to strengthen the Consortium-level communication to improve its local impact and, ultimately, the contribution that the company can bring in the industry segment above described.

To achieve this objective, the following elements will be developed:

- In the first phase of the project, contribution to raise awareness about the BD2Decide endeavor at the local (national, regional) level
- When the first BD2Decide demonstrators will be available, identify and contact – in cooperation with relevant Consortium Partners – local actors that are potentially interested in the application of selected Project results
- In the last phase of the project, ensure that the BD2Decide exploitation planning is effectively and efficiently implemented at the local (national, regional) level

The following subsection lists the communication actions that MME will implement under its own responsibility, in parallel and in synergy with the Consortium-level communication strategy, in order to pursue the above described strategy.

3.2.11.2 List of planned actions

Description	Targeted group(s)	Size of audience (estimate)	Timing
Press release for regional newspapers, to raise general awareness about BD2Decide effort and the role of MME	General Public, Policy-makers and funders	Several 1000s	Autumn 2016, then roughly 6-monthly, in correspondence with relevant Project achievements



Description	Targeted group(s)	Size of audience (estimate)	Timing
National and regional trade fairs dedicated to healthcare, to raise awareness at relevant industry actors	Commercial organizations, Healthcare and clinical organizations	Several 100s	Currently foreseen: Exposanità 2017 (Bologna, May 2017)
National and regional trade fairs dedicated to Public Administrations	Policy-makers and funders	Several 100s	Currently foreseen: Forum PA 2017 (Roma, May 2017)
Meetings organized by MME in the course of its current business operations with local healthcare authorities, to discuss specific business opportunities	Policy-makers and funders, Healthcare and clinical organizations	Order of 10s	From the second year of the Project onward, to discuss specific opportunities, identified in cooperation with BD2Decide Consortium



4 PROCEDURES

4.1 APPROVAL CYCLE

Under article 29.1 of the GA, the BD2Decide Consortium has an obligation to disseminate results by “disclosing them to the public by appropriate means (other than those resulting from protecting or exploiting the results), including in scientific publications (in any medium).”

The modalities chosen by the BD2Decide Consortium to fulfil this obligation are addressed in the previous sections.

The GA article also states that “A beneficiary that intends to disseminate its results must give advance notice to the other beneficiaries of — unless agreed otherwise — at least 45 days, together with sufficient information on the results it will disseminate. Any other beneficiary may object within — unless agreed otherwise — 30 days of receiving notification, if it can show that its legitimate interests in relation to the results or background would be significantly harmed. In such cases, the dissemination may not take place unless appropriate steps are taken to safeguard these legitimate interests.”

In addition to this, the BD2Decide CA – article 8.3.1 – establishes additional provisions, including those aimed at defining what is a “justified objection” and how to negotiate its resolution.

The following procedure describes the approval cycle that the BD2Decide Consortium will use to regulate publication of results by Partners consistently with article 29.1 of the GA and article 8.3.1 of the CA.

Step	Description	Input	Output
1	<p>A Partner that wants to publish own results should notify all other Partners, by sending a copy of the information it wishes to publish.</p> <p>According to art. 8.3.1.1 of CA, the notification should be sent at least 45 calendar days before the date proposed for the publication.</p>		Notification of information proposed for publishing



Step	Description	Input	Output
2	<p>Any Partner that wants to object to the publication can do so by writing (including through email) to the Project Manager and the Partner that proposed the publication within 30 days from receiving the notification under (1) above.</p> <p>This communication must include:</p> <ul style="list-style-type: none"> • Explanation of the reason of the objection (it must be justified under art. 8.3.1.2 of the CA) • Identification of the parts of the document that the Partner does not want to be published • Explicit request for necessary modifications 	Notification of information proposed for publishing	Objection to publication, sent to Project Manager and Partner proposing the publication, with proposal for modifications
3	If no objections have been received within 30 calendar days from the notification under (1) above, the publication is permitted.		Publishable information
4	<p>If one or more objections have been received, the Partner that proposes the publication should seek bilateral agreements with the Partners that objected, based on the relevant requests for modifications, according to art. 8.3.1.3 of the CA.</p> <p>The publication is permitted only if all Partners mentioned above agree.</p> <p>Partners that object to the publication can ask for a publication delay of not more than 90 calendar days from the time of raising the objection.</p>	Objection to publication, with proposal for modifications	Possibly modified publishable information, agreed by the proposing Partner and all objecting Partners



Step	Description	Input	Output
5	After 90 calendar days from the last objection raised, the publication is permitted if the content identified by the objecting Partner(s) is fully removed from the information to be published, according to art. 8.3.1.3 of the CA		Published information with objected parts removed.

Table 4. Approval cycle for publishing Project results

4.2 PUBLICATION OF OTHER PARTNERS RESULTS

According to art. 8.3.2 of the CA, a Partner is not allowed to include in any dissemination activity another Partner's Results or Background without obtaining the owning Partner's prior written approval, unless they are already published.

4.3 INFORMATION ON EU FUNDING

Any publication of information regarding the BD2Decide Project, including those deriving from the enactment of the workflow illustrated in Section 2 of this deliverable, shall clearly display with appropriate prominence, the following:

- The EU emblem (as it may be downloaded from http://europa.eu/about-eu/basic-information/symbols/flag/index_en.htm)
- The notice “*This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 689715*”

4.4 COMMUNICATION ACTIVITIES BY THE EC

According to the provisions of article 38.2 of the GA, the EC is entitled to “use for its communication and publicising activities, information relating to the action, documents notably summaries for publication and public deliverables as well as any other material, such as pictures or audio-visual material that it receives from any beneficiary (including in electronic form).”

The list of EC rights included in the above provision are presented under art. 3.8.2.1 of the GA.

If applicable and requested by Partners, the EC will add the following text to the published information:

“© – [year] – [name of the copyright owner]. All rights reserved. Licensed to the European Union (EU) under conditions.”



5 MEASUREMENT OF OUTCOMES

Outcomes from the BD2Decide communication activity are expected along two main directions:

- **Direct outcomes**, in terms of audience size reached by the communication activity, segmented per targeted groups listed in subsection 1.1
- **Indirect outcomes**, in terms of how the communication activity actually sustains the Project exploitation objectives

Indirect outcomes will be dealt with in deliverables *D9.9 Market & Exploitation plan* and *D9.10 Market & Exploitation plans - Final release*, in the frame of exploitation planning.

Direct outcomes are measured according to the procedure illustrated below:

- After the publication of each message, an assessment of the audience that has been reached will be conducted, segmented by target group (as much as possible). Depending on the nature of the channel, this assessment can be:
 - Immediate and punctual (e.g. number of attendees registered to a workshop)
 - Continuous, to be conducted over a period of time (e.g. visits to a Project Blog post)
- A consolidation of available estimates will be performed at
 - Month 16, to be reported in *D9.3 Communications plan and strategy, second release*
 - Month 28, to be reported in *D9.4 Communications plan and strategy, third release*
 - Month 38, to be reported in *D9.10 Market & Exploitation plans, Final release*, as a guide to marketing- and exploitation-related communication, to be conducted after the end of the Project

The specific objectives to be achieved, with reference to communication's direct outcomes, are presented in the following table.

Target group	M16	M28	M38
Commercial organizations	5	10	15
Healthcare and clinical organizations	20	50	100
Research organizations	20	50	100
Policy-makers and funders	5	10	15
Patients Associations and Cancer Research NGOs	5	10	15



Target group	M16	M28	M38
General public	5.000	7.500	10.000

Table 5. Audience to be reached per target group and point of assessment

The objectives presented in Table 5 have been elaborated at the time of writing this deliverable.

A more precise formulation of the table, based on the interactions with targeted actors that will be obtained during the first phases of the Project, will be presented in deliverable *D9.3 Communications plan and strategy, second release*. If this revision would imply significant changes with respect to current proposed values, the changes will need to be thoroughly justified.



ANNEX A. UPDATED SCHEDULING

The table below represents Consortium level communication actions which are planned for at the date of writing.

Currently, the table covers the period from Month 1 to Month 18.

The table will be continuously updated during the course of the Project, in order to guide and support the implementation of the communication strategy illustrated in Section 2.

New versions of this table, covering further periods, will be presented in deliverables D9.3, D9.4 and D9.5, together with an estimation of reached audiences, as illustrated in Section 5.

Time	Event	Potential message	Target group(s)	Possible channels
M4	Public deliverable D2.1 on User req available	BD2Decide is moving on	Generic	Twitter
M4	Public deliverable D2.1 on User req available	What BD2Decide will implement	Research organizations, Healthcare and clinical organizations, Commercial Organizations	Project Blog, LinkedIn
M4	Public deliverable D2.1 on User req available	The IPDA for cancer patients	General public	Facebook
M4	Public deliverable D9.1 on Web site	BD2Decide is moving on	Generic	Twitter
M4	Public deliverable D9.1 on Web site	A new effort for EU citizens QoL	General public	Facebook
M6	Second Plenary Meeting in Amsterdam	BD2Decide is moving on	Generic	Twitter
M6	Second Plenary Meeting in Amsterdam	Meet the BD2Decide team	General public	Facebook
M6	Public deliverable D5.1 on Data acquisition available	BD2Decide is moving on	Generic	Twitter



Time	Event	Potential message	Target group(s)	Possible channels
M6	Public deliverable D9.2 on Communication planning available	BD2Decide is moving on	Generic	Twitter
M7	Give prominence to AOP press release	Present BD2Decide locally	General public	Facebook
M7	Give prominence to AOP initiative for “World Head and Neck Cancer Day”	Presents BD2Decide overall rationale	Generic	Twitter
M7	Give prominence to AOP initiative for “World Head and Neck Cancer Day”	Presents BD2Decide overall rationale	Healthcare and clinical organizations, Patients Associations and Cancer Research NGOs	Facebook, Project Blog
M7	Give prominence to Partners websites that mention BD2Decide	Present BD2Decide partnership	Generic	Twitter
M8	Public deliverable D2.2 on User interaction available	BD2Decide is moving on	Generic	Twitter
M8	Public deliverable D2.2 on User interaction available	A first impression of the BD2Decide results	Healthcare and clinical organizations	Project Blog, LinkedIn
M8	Public deliverable D9.5 on Communication material available	BD2Decide is moving on	Generic	Twitter
M9	Give prominence to UPM participation to APPDATE	BD2Decide contribution to big data solutions for healthcare	Healthcare and clinical organizations	Project Blog



Time	Event	Potential message	Target group(s)	Possible channels
M9	Give prominence to MAASTRO participation to ECHNO 2016 – 7 th European congress on head and neck oncology	BD2Decide contribution to oncoradiomics	Research organizations, Healthcare and clinical organizations	Project Blog
M11	Give prominence to the Usability design session conducted by ATC	BD2Decide is producing results	Generic	Twitter
M11	Give prominence to the Usability design session conducted by ATC	BD2Decide is committed to usability by healthcare professionals	Healthcare and clinical organizations	Project Blog
M12	Public deliverable on D5.2 Visualization mock-ups available	BD2Decide is moving on	Generic	Twitter
M12	Public deliverable on D5.2 Visualization mock-ups available	Data visualization for decision support in HNC	Healthcare and clinical organizations, Commercial organizations	Project Blog, LinkedIn
M12	Public deliverable D1.2 on Ethics available	BD2Decide is moving on	Generic	Twitter
M12	Public deliverable D2.3 on System architecture available	BD2Decide is moving on	Generic	Twitter
M12	Public deliverable D2.3 on System architecture available	Technical solutions for decision support in HNC	Commercial organizations	Project Blog, LinkedIn
M12	Public deliverable D7.2 on Population data available	BD2Decide is moving on	Generic	Twitter



Time	Event	Potential message	Target group(s)	Possible channels
M12	Public deliverable D7.2 on Population data available	Population data in BD2Decide	Healthcare and clinical organizations	Project Blog, LinkedIn
M13	First year in the project	Update on results based on D2.1, D2.2, D2.3, D5.2, D7.2	Research organizations, Healthcare and clinical organizations, Commercial organizations	Newsletter, press release
M14	Public deliverable D3.2 on Segmentation features available	BD2Decide is moving on	Generic	Twitter
M14	Public deliverable D3.2 on Segmentation features available	Image processing in BD2Decide	Healthcare and clinical organizations	Project Blog, LinkedIn
M15	Give prominence to the Usability design session conducted by ATC	BD2Decide is producing results	Generic	Twitter
M15	Give prominence to the Usability design session conducted by ATC	BD2Decide is committed to usability by healthcare professionals	Healthcare and clinical organizations	Project Blog
M15	Give prominence to MME participation to Exposanità 2017 and Forum PA 2017 exhibitions	BD2Decide results in its first year of operations	Policy-makers and funders	LinkedIn
M18	Public deliverable D5.4 on IPDA prototype available	BD2Decide is moving on	Generic	Twitter
M18	Public deliverable D5.4 on IPDA prototype available	Supporting the physician-patient dialogue in HNC	General Public	Project Blog, Facebook, press release



Time	Event	Potential message	Target group(s)	Possible channels
M18	Public deliverable D9.3 on Communication planning available	BD2Decide is moving on	Generic	Twitter
M18	Give prominence to POLIMI's Demo of Radiomics FE software	BD2Decide Radiomics tools and methods	Healthcare and clinical organizations	Blog Post, LinkedIn



REFERENCES

- [1] GRANT AGREEMENT NUMBER — 689715 — BD2Decide digitally sealed by the European Commission on October 21st 2015
- [2] Consortium Agreement for the BD2Decide project (based on the Desca model, 2015), Version CA. Version 2016-03-03
- [3] Communicating EU research and innovation guidance for project participants, version 1.0, 25 September 2014