



# D8.3

## Report on Marketing & Promotional Tools V1

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## List of Acronyms

<b>AB</b>	Advisory Board
<b>ACM</b>	Association for Computing Machinery
<b>EC</b>	European Commission
<b>ESCO</b>	Energy Service Company
<b>EU</b>	European Union
<b>GDC-SG</b>	Green Data Centres Stakeholder Group
<b>I&amp;CPS</b>	Industrial and Commercial Power System Technical Conference
<b>IA</b>	Innovation Action
<b>IT</b>	Information Technology
<b>ICT</b>	Information & Communication Technology
<b>IEEE</b>	Institute of Electrical and Electronics Engineers
<b>KPI</b>	Key Performance Indicator
<b>M2M</b>	Machine to Machine
<b>MaaS</b>	Marketplace as a Service
<b>MDPI</b>	Multidisciplinary Digital Publishing Institute
<b>MOOC</b>	Massive Open Online Course
<b>MSc</b>	Master of Science
<b>RISE</b>	Research Institute of Sweden
<b>SDO</b>	Standards Development Organization
<b>SME</b>	Small & Medium Enterprise
<b>SWOT</b>	Strengths, Weaknesses, Opportunities, Threats
<b>USEF</b>	Universal Smart Energy Framework
<b>USP</b>	Unique Selling Point
<b>WP</b>	Work Package

## Executive Summary

The CATALYST project envisions a future of truly sustainable growth of the data centre industry in Europe. The CATALYST consortium aspires for data centres to become flexible energy hubs, which can sustain investments in renewable energy sources and energy efficiency. Leveraging on results of past projects, CATALYST will adapt, scale up, deploy and validate an innovative technological and business framework that enables data centres to offer a range of mutualized energy services to both electricity and heat grids, while simultaneously increasing their own resiliency to energy supply.

An effective communication strategy strengthens the project's "go to market" approach starting from mature and field trial validated innovative solutions, towards reaching a realistic and sustainable Green Data Centre commercialization Roadmap. And since it is specifically designed so as to support the project in communicating effectively and meeting its core impact objectives, its ripple effects can also be felt across all work packages and their deliverables. As such, it capitalizes on the consortium strongest points, while at the same time focusing on dealing in a sensible and realistic way with the shortcomings.

The project's communication and dissemination strategy also serves in establishing open, interactive communication between the CATALYST consortium and all stakeholder groups linked to the data centre wider ecosystem, with the Green Data Centre Stakeholder Group (GDC-SG) taking up a central role.

To achieve the project's objectives, the consortium's communication goals go beyond simply ensuring project's visibility and raising awareness to the scientific community and closely-knitted data centre sector. The driving force is to engage in active interaction all relevant stakeholders within the CATALYST ecosystem in order to not only improve quality and relevance of the project's results, but to also ensure future buy-in and long-term impact of the proposed Green Data Centre Roadmap in Europe. However, our goal is not to only establish a bidirectional channel between the CATALYST consortium and representatives of the targeted stakeholders groups. More importantly perhaps, the CATALYST consortium is dedicated to opening the dialogue among these stakeholders themselves. Hence one of the main impact objectives, which is also translated to a principal guideline of the project's communication strategy: the establishment of the GDC-SG.

The project's communication approach is focused on building up a vibrant, robust community around CATALYST, with the GDC-SG being its physical manifestation. The underlying principles of the CATALYST communication and dissemination approach are summed up as follows:

- Target group specific;
- Territory focused;
- Community bootstrapping.

The stakeholder groups are classified into primary and secondary based on their level of interaction with the project.

The primary stakeholder groups have a direct connection with the project. The CATALYST envisaged solution aims at addressing challenges and taking up opportunities in their business on strategic, tactical and operational levels. Their feedback is essential since they are those expected to champion the CATALYST solution and be mostly impacted by the changes it aspires to bring about. As such, the primary groups are:

- Data centre owners, managers and operators along with data centre design and engineering specialists; and
- Utilities, grid operators, energy traders and aggregators.

The secondary groups include the enablers and possible barriers of the CATALYST proposed solution, such as data centres suppliers and end users, Energy Service Companies (ESCOs) and smart city solution providers. Although, not

directly affected by the project's results and outcomes, such stakeholders shape up the environment within which CATALYST operates. As such, increasing awareness of the project's solution in the joint realm of data centres and energy is essential for its eventual successful take up, while their feedback on strategic level is invaluable.

Alongside these two main groups of stakeholders, the consortium has also identified key stakeholders whose influence is systemic in relation to the CATALYST ecosystem, such as smart city decision and policy makers and Standards Development Organizations (SDOs). Interaction with representatives of these groups, although not strictly required, is highly advised since they can provide with the necessary insights and networking connections to ensure the yet to be developed solution is market sustainable in the long run.

So as to successfully engage and open the dialogue with representatives from each of our stakeholder groups, the consortium defines tailored-made messages that for each target group of stakeholders provide the answer to the following two questions:

- What could prompt them to be interested in CATALYST?
- In what way CATALYST could increase market integration and alignment through interaction with them?

Since the consortium's communication budget is limited to that of an innovation action project, our resources have to be distributed effectively and smartly in order to ensure a wide spread within Europe. As such, geographic coverage starts off with piloting countries being the first line of attack, followed by the partner's base countries and eventually strategically relevant countries. The latter includes European markets that are pivotal to both the data centre industry and energy markets and smart grids.

The project's communication and dissemination activities should be seen as a synergy of all the different perspectives corresponding to each target group. To this end, firstly, specific stakeholders have been identified that are directly accessible through the CATALYST network. Next, suitable and preferred means of communication are determined from the available toolset to addressing each stakeholder group. Finally, these actors are consequently and consistently approached for interaction with relevant, non-generic messages, as defined earlier, and requests.

The CATALYST visual identity and branding aims at giving the project a distinct, memorable and cohesive image to be used throughout the project's communication and dissemination activities. As such it should vibrate one of the main signature phrases, or mission statement if you will, of the project, that is:

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*"Data centres can and should offer energy flexibility services to their smart grid and district heating networks"*

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Bearing in mind the context of the project's communication and dissemination strategy, the following promotional tools are selected:

- Online presence through the project's official website, including its blog, and social media, LinkedIn profile and twitter account. Online communication is supported by newsletters to the GDC-SG members and CATALYST specific videos.
- Development of marketing material to be used also offline such as the GDC-SG manifesto, the project's standard presentation and poster.
- Traditional media are also covered by planning press releases around project's key milestones.

The project's communication and dissemination activities will be continuously monitored in order to assess its effectiveness and impact and formulate mitigating or follow-up actions whenever deemed necessary. To facilitate and effectively manage the project's overall dissemination activities, the project consortium has created and maintain the CATALYST Communication Matrix, an inventory of all communication with focus on or initiation by the CATALYST project as a result from dissemination activities, including, but not limited to, articles and publications, press

releases, events and workshops. When assessing the impact of our dissemination and communication activities quantity is not always considered as number one priority. The results are also evaluated based on qualitative indicators such as “market-value” position of an event, journal, or magazine, spread over project’s target group and follow-up actions and results.

# 1. Introduction

This report provides a comprehensive overview of the project's communication and dissemination strategy and approach, along with enlisting the marketing and promotional tools to be leveraged so as to achieve the project's communication goals. In doing so, it also outlines the way the CATALYST consortium partners will communicate and disseminate the project's vision and later results to various and diverse audiences.

A focused and stakeholder-oriented communication strategy is essential in not simply raising awareness about the project within its wider community. It should move beyond the status quo and actively engage all relevant stakeholder groups to develop a strong association with its results and eventual buy-in blueprint. With that in mind, the CATALYST communication strategy is built so as to ensure the success of the project in meeting its core objectives and having a real, strong and outlasting impact. As such, the communication objectives are not just an "add-on" to cross off a checklist; they are as fundamental as the project's operational objectives to reaching its overall mission.

This report therefore highlights the principles that underpin the CATALYST communication strategy along with its key messages that the project wants to convey. In order to ensure that these messages stay relevant and current to the changing landscape of the project's ecosystem, the approach and plan will be continuously monitored, evaluated and updated, whenever deemed necessary, throughout the project's lifetime. Identified and applied updates will be presented and discussed in the second version of this report, D8.7, expected by June 2019, while possible last refinements will be included within the last dissemination and standardization activities report, D8.12, by the end of the project in September 2020.

## 1.1 Intended Audience

The intended audience of this report is primarily the members of the project's consortium and European Commission (EC) representatives tasked with reviewing the project and its progress towards meeting the specified milestones.

Additionally, communication and marketing professionals interested in promoting the CATALYST project may find it beneficial to be aware of this report's contents. In this way, they can align their storytelling with the guidelines provided by the communication and dissemination strategy of the project itself, while capitalizing on the project's promotional tools already available.

## 1.2 Relations to other Activities

As shown in Figure 1, the WP8 itself provides the platform on top of which other work packages develop in conjunction the overall CATALYST technological and business framework. It is evident that while each work package has a clearly defined scope and operational objective in terms of end-result and deliverables, their close interaction with one another is a built-in feature to ensure that the project offers a consistent, integrated solution. Especially in the case of WP8, its activities and tasks are critical in supporting the consortium to making well-informed decisions regarding the design, development and deployment of the overall solution. In particular, continuous market analysis ensures that the proposed solution can be successfully launched in the market and create value for its stakeholders. New business models emerge by applying the yet to be developed and refined technological tools to meeting foreseen, or even still unidentified, business demands and expectations. The former feeds into the CATALYST exploitation and sustainability plans, reinforced by the activities to establishing the Green Data Centre Stakeholder Group (GDC-SG) as a collective entity of stakeholders from the entire ecosystem around data centres to cultivate a culture of "green" data centres in Europe.

Naturally, central to all these activity and tasks is the project's communication and dissemination strategy, and as such it directly affects all deliverables of this work package. An effective communication strategy strengthens the project's "go to market" approach starting from mature and field trial validated innovative solutions, towards reaching

a realistic and sustainable Green Data Centre commercialization Roadmap. And since it is specifically designed so as to support the project in communicating effectively and meeting its core impact objectives, its ripple effects can also be felt across all work packages and the project’s deliverables and as such closing the loop.

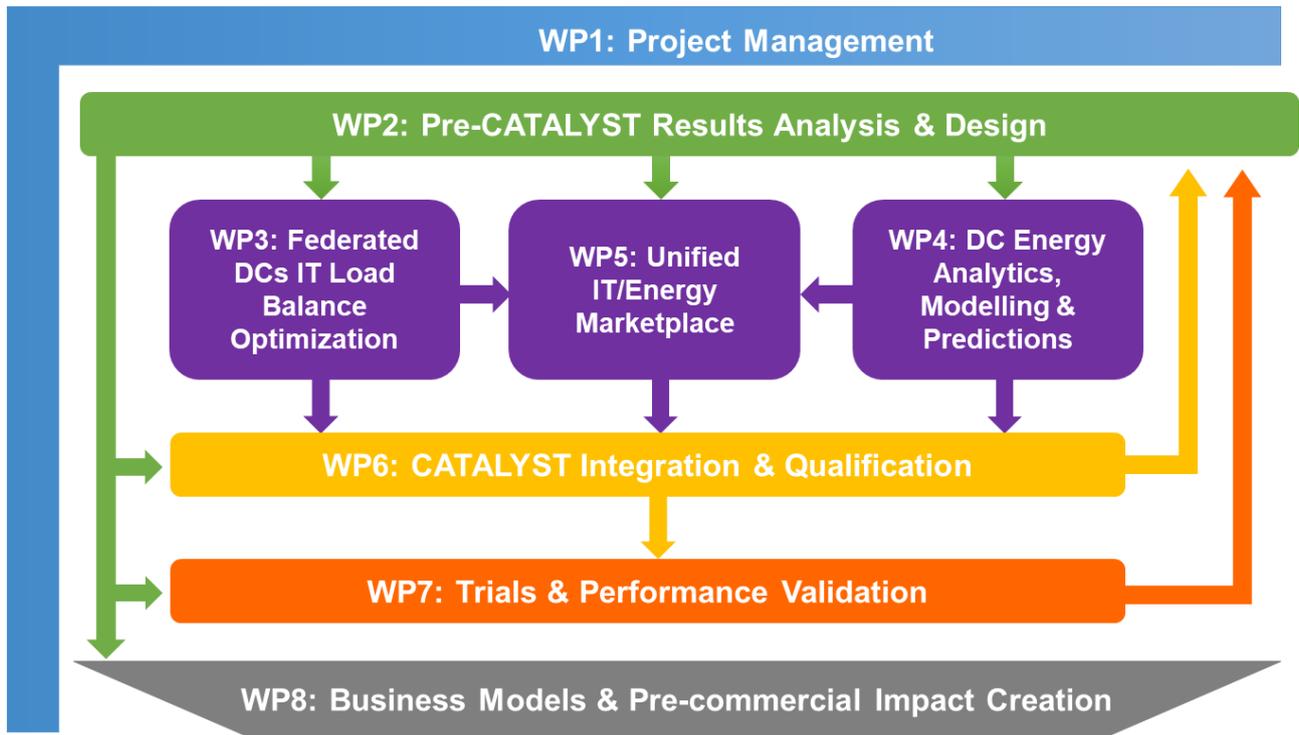


Figure 1 - WP8 relation with other work packages

### 1.3 Document Overview

The remainder of the report is organized as follows:

- Chapter 2 details the reasons for developing a project’s communication strategy and clearly define its expectations;
- Chapter 3 briefly outlines the project’s vision, its core impact objectives and mode of operation;
- Chapter 4 presents the project’s communication goals and how these are derived and linked specifically to the project’s core impact objectives;
- Chapter 5 discusses the project’s target group approach towards engaging in active interaction all relevant stakeholders;
- Chapter 6 builds the communication and dissemination plan, linking audiences, messages and channels;
- Chapter 7 lists the marketing and promotional tools selected to enact the project’s communication and dissemination plan;
- Chapter 8 concludes this report by providing information regarding the Key Performance Indicators (KPIs) and metrics that will be used to monitor and evaluate the project’s communication strategy.

## 2. Statement of Purpose

The purpose of the project's communication and dissemination strategy is to *support the CATALYST consortium in realizing the project's vision and achieving its core strategic and operational objectives*. It also serves in establishing open, interactive communication between the CATALYST consortium and all stakeholder groups linked to the data centre wider ecosystem, with the GDC-SG taking up a central role.

Members of the CATALYST consortium communicate and disseminate the project's vision and later results in order to:

- demonstrate the relevance and success of their work in relation to the project;
- ensure all relevant stakeholders understand what the project is about and what it sets to accomplish; and
- positively influence behaviour and perceptions in terms of Green Data Centres in Europe, and possibly worldwide.

### 3. CATALYST Current Situation

The CATALYST project envisions a future of truly sustainable growth of the data centre industry in Europe. The next generation of data centres should, by design, utilize resources effectively, while ensuring seamless integration with their smart city ecosystem. In this context, simply focusing on energy reduction and efficiency practices applied only within the boundaries of one's data centre, is no longer an option for those with the ambition to own and operate the Green Data Centres of the future. Silos must be broken down for data centres to reach their full potential capitalizing on their unique position as overlaying multiple networks: Information Technology (IT) workload, electricity and heat.

The CATALYST consortium aspires for data centres to become flexible energy hubs, which can sustain investments in renewable energy sources and energy efficiency. Leveraging on results of past projects, such as FP7 GEYSER [1], DOLFIN [2] and H2020 EURECA [3], CATALYST will adapt, scale up, deploy and validate an innovative technological and business framework that enables data centres to offer a range of mutualized energy services to both electricity and heat grids, while simultaneously increasing their own resiliency to energy supply. Taking up a pivotal role within the energy transition, CATALYST will bring opportunities for energy efficient data centres to not only reduce their operating costs and improve their performance and efficient use of resources, but also create new revenue streams through recovered energy reuse and energy flexibility services offerings.

The project's core impact objectives are:

1. Contribute to the efforts towards the full integration of data centres with renewable energy sources, Smart Cities, Smart Grids and Smart District Heating networks.
2. Explore new Energy Service Company (ESCO) – 2.0 like business models and solutions for near-commercial procurement of innovative solutions in the data centre energy efficiency domain and Smart City integration, including trade of heat, cold, electricity or energy security and storage.
3. Build upon a successful exploitation policy, enhancing CATALYST consortium position in the market, empower the utilities and end users with knowledge, and initiate the creation of new spin-offs.
4. Create a culture of training on our novel approaches to integrated energy efficient data centres via massive communication means, Master of Science (MSc) and Massive Open Online Course (MOOC) courses.
5. Initiate formal, industry accepted procedures to assess energy efficient solutions and accelerate their adoption, supported by the Green Data Centre Assessment Toolkit yet to be developed within the project.
6. Establish a GDC-SG to translate and promote the Green Data Centre vision, where data centres are engaged stakeholders contributing to a virtuous cycle to mitigate the global digital carbon footprint, while holding a key role within future smart infrastructures and enabling the energy transition. The group will capitalize on the Green Data Centre Roadmap. This roadmap, to be developed by the CATALYST project with the ardent support and guidance of the GDC-SG, will address not only related regulations and legal aspects of collaboration, but also define the full spectrum of data centre smart energy services from innovation to commercialization, facilitating energy flexibility based on operational needs, business priorities and policy rules.

Figure 2 provides an overview of the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of the CATALYST consortium current status regarding its communication and dissemination abilities. As is evident, the CATALYST communication strengths stem from the make-up of the project consortium itself, which includes representatives from the entire spectrum of stakeholders, geographical areas and data centre pilots. The consortium partners are innovative and dynamic organizations that have an established network of stakeholders, including but not limited to other European and national projects and related initiatives. However, the budget from both person month effort and cost point of view, is naturally limited within the scope of an EU co-funded project, which may in turn lead to limitations in engaging professionals from the region covered by the consortium and its wider network. In addition, due to the same budget limitations there is currently no dedicated communication professional assigned full-time on the project operational team.

Nevertheless, the landscape itself is very promising since the topics of interest to CATALYST are gaining momentum within the data centre industry and beyond, with media and content driven platforms dedicating more show time on these topics. Similarly, more and more projects and initiatives are coming up each day on heat reuse, energy marketplaces and data centres sustainability; as such synergies can emerge; no need for anyone to reinvent the wheel. But therein also lies the challenge: the landscape is dynamic and fast evolving with perhaps those initiatives more marketing oriented and with a stronger presence in social media taking up the spotlight, while potentially skewing the reality around the theme of Green Data Centres.



Figure 2 - SWOT analysis of the CATALYST consortium communication current situation

The project's communication and dissemination strategy and approach capitalizes on the consortium strongest points, while at the same time focusing on dealing in a sensible and realistic way with the shortcomings.

## 4. Communication Goals

The project's communication and dissemination strategy is inherently built around and interlinked with the project's core impact objectives. To achieve these objectives, the project's communication goals go beyond simply **ensuring project's visibility and raising awareness** to the scientific community and closely-knitted data centre sector. The driving force is to **engage in active interaction all relevant stakeholders within the CATALYST ecosystem** in order to not only improve quality and relevance of the project's results, but to also ensure future buy-in and long-term impact of the proposed Green Data Centre Roadmap in Europe. The goal is for the CATALYST development approach to be validated and enhanced every step of the way: project's results and consortium's decisions are filtered through a continuous feedback-loop and as such are closely aligned with market developments.

To this end, a multi-channel, multi-stakeholder strategy is defined so as to reach a variety of targeted stakeholders. The initial segmentation of stakeholders is:

- Data centre sector, which includes data centre owners, managers and operators along with data centre design and engineering specialists;
- Energy sector, including utilities, grid operators, energy traders and aggregators; and
- Smart City, including policy makers, building environment planners, decision makers, regulators and legislators.

The targeted stakeholder groups are further detailed in section 5.1.

Throughout the project's lifetime, consortium members repeatedly and consistently interact with representatives from the identified stakeholder groups via the appropriate communication channels to **share up-to-date project findings** and **listen to their concerns and wishes**. In doing so, the consortium's dissemination activities are diligently structured around the project's other work packages at any given point in time.

However, our goal is not to only establish a bidirectional channel between the CATALYST consortium and representatives of the targeted stakeholder groups. More importantly perhaps, the CATALYST consortium is dedicated to **opening the dialogue** among these stakeholders themselves. Hence one of the main impact objectives, which is also translated to a principal guideline of the project's communication strategy: the establishment of the GDC-SG.

In the long run, the CATALYST consortium aims at regularly **showcasing the project's success stories**, while **establishing itself as an expert source** for media interested in covering the topic of Green Data Centres.

Last but certainly not least, **setting up an open, direct and on-time internal communication** among the members of the project's consortium is an irreplaceable stepping stone towards successfully launching its communication strategy and seizing its desired benefits.

## 5. Target Group Approach

The project's communication approach is focused on building up a vibrant, robust community around CATALYST, with the GDC-SG being its physical manifestation. At a first level, members of this community are those providing us with their valuable feedback on industry's "wants and needs". Interaction with communities that are receptive to the CATALYST messages is used to enhance those key messages and to build the proper relationships within a wider network. At a second level, the consortium establishes business and collaboration relations that may be further leveraged into our future exploitation plans, while ensuring a balanced geographical and thematic spread. It is important therefore that representatives from the identified target groups are repeatedly approached to both cultivate strong community relationships and report consistently on project's progress. The underlying principles of the CATALYST communication and dissemination approach are summed up as follows:

- Target group specific;
- Territory focused;
- Community bootstrapping.

### 5.1 Identifying Stakeholders

The project's communication and dissemination activities ensure a balanced spread over the various relevant stakeholders in Europe. The objective is to secure the widest possible alignment with stakeholder interests to increase reusability and enable integration in existing processes.

The stakeholder groups are classified into primary and secondary based on their level of interaction with the project.

The *primary* stakeholder groups have a direct connection with the project. The CATALYST envisaged solution aims at addressing challenges and taking up opportunities in their business on strategic, tactical and operational levels. Their feedback is essential since they are those expected to champion the CATALYST solution and be mostly impacted by the changes it aspires to bring about. As such, the primary groups are:

- Data centre owners, managers and operators along with data centre design and engineering specialists; and
- Utilities, grid operators, energy traders and aggregators.

The *secondary* groups include the enablers and possible barriers, of the CATALYST proposed solution. Although, not directly affected by the project's results and outcomes, such stakeholders shape up the environment within which CATALYST operates. As such, increasing awareness of the project's solution in the joint realm of data centres and energy is essential for its eventual successful take up, while their feedback on strategic level is invaluable. The secondary groups include:

- Data centre third party suppliers such as hardware vendors, Information and Communication Technology (ICT) integrators and management solution providers;
- Data centre end users that may include for example cloud computing service providers;
- Energy, both electricity and heat, profiling and monitoring service providers, and related technology vendors, ESCOs and other energy sector Small & Medium Enterprises (SMEs);
- Smart City solution providers and SMEs;
- Scientific and industry researchers and academics active within the subject areas of interest to the CATALYST project such as green data centres, smart grid services, renewables integration and energy markets;
- Governmental bodies on local, regional, national and European level; and
- Life-long learning community.

Alongside these two main groups of stakeholders, the consortium has also identified *key stakeholders* whose influence is systemic in relation to the CATALYST ecosystem. Interaction with representatives of these groups, although not strictly required, is highly advised since they can provide with the necessary insights and networking connections to ensure the yet to be developed solution is market sustainable in the long run:

- Smart City building environment planners, decision and policy makers, regulators and legislators;
- Standards Development Organizations (SDOs);
- Open Source Community; and
- Media specialized in the topics of CATALYST interest.

Naturally, CATALYST as a European Union (EU) Innovation Action (IA) project, is open to anyone from the general public interested in the topics explored by the project; even if they may not be identified within the aforementioned groups.

## 5.2 Defining Messages

So as to successfully engage and open the dialogue with representatives from each of our stakeholder groups, the consortium defines tailored-made messages that for each target group of stakeholders provide the answer to the following two questions:

- What could prompt them to be interested in CATALYST?
- In what way CATALYST could increase market integration and alignment through interaction with them?

Representatives from the primary stakeholder group are essentially CATALYST customers. As such, the goal is to ensure early adoption of the project's technological solution and business models. As CATALYST champions, they should be able to fully grasp the wide range of benefits to be gained. In particular,

- Data centre owners will achieve security of energy supply, profits from own energy flexibility, easy access to local integrated flexibility marketplaces and indirect profits from green practices adoption.
- Utilities and grid operators will get access to localized control power, regulatory framework for smart energy in a grid, Universal Smart Energy Framework (USEF)-compliant interaction with aggregators and opportunities for procuring increased flexibility by prosumers and for partnerships.

Representatives from the secondary stakeholder groups are potential end users that may interact with parts of the CATALYST solution, enablers of the CATALYST technological and business framework, or possibly those that may raise barriers to its wide adoption and market penetration. The CATALYST consortium aims at consulting and receiving guiding feedback from these stakeholders to be incorporated to the project's strategic orientation and eventually ensure the widespread and quick adoption of the CATALYST overall solution. Essentially, representatives of these secondary groups should be able to understand that the CATALYST vision realizes the seamless integration of data centres with their local energy ecosystem capitalizing on a variety of solution, from heat reuse to Market as a Service for data centres commodities, such IT workload, electricity and heat. As CATALYST evangelists, they should be convinced about the data centres key role in supporting the energy transition within Smart City context and the importance of bridging the two sectors together.

Last but certainly not least, when communicating with those identified as key stakeholders, the consortium members must be aware of how their work either in terms of legislations, regulations and policies or standards can affect the landscape where the CATALYST solution is to be deployed and take up mitigating actions as necessary. In addition, the CATALYST project is in a unique position to actively participate in standardization efforts via the individual organizations from within the consortium itself. Detailed information on this will be included within the subsequent deliverables of WP8 and in particular, D8.5.

Representatives of media will be mostly contacted on an ad-hoc base, but also during periods when the project is bound to meet an important milestone indicated the conclusion of an earlier phase, entering to a new one.

As the project progresses, consortium members are able to meaningfully engage relevant stakeholders into the project’s activities. Our strategy in that respect is an iterative and incremental one. The level of intensity echoes the project’s maturity levels: (i) latent involvement, (ii) aware, (iii) involved in requirement specification, (iv) involved in implementation, and (v) sense of ownership. The different levels of intensity in terms of consortium actions are: (i) meeting, (ii) listening, (iii) sending, and (iv) collaborating. It should be noted that meeting stakeholders should result in raised awareness and that sending information should result in increased stakeholder involvement.

## 5.3 Mapping Geographical Areas

Since the consortium’s communication budget is limited to that of an innovation action project, our resources have to be distributed effectively and smartly in order to ensure a wide spread within Europe. As such, geographic coverage starts off with piloting countries being the first line of attack, followed by the partner’s base countries and eventually strategically relevant countries. The latter includes EU markets that are pivotal to both the data centre industry and energy markets and smart grids.

To that end, the consortium members first approach those already established contacts that are both easily accessible and receptive to the CATALYST message. Subsequently, capitalizing on these initial contacts, the consortium moves on to bootstrapping a wider community. Table 1 provides an overview of the initial activity plan in relation to geographic penetration level for the first phase. This information is to be further maintained and updated according to project’s identified needs and maturity levels, while progress will be reported to subsequent deliverables of WP8.

Level	Territory	Actor	Maturity	Activity
Pilot countries	Amsterdam, NL	City of Amsterdam; GIT participants and wider Network	Listening & Sending	Involved in requirements analysis; core for GDC-SG
Pilot countries	Paris, FR	Alliance Green IT [4]	Meeting	Established relationships (via G IT European network)
Pilot countries	Italy	<i>Under investigation</i>	N/A	N/A
Pilot countries	Poland	<i>Under investigation</i>	N/A	N/A
Base countries	London, UK	Data Centre Alliance [5], Sustainability for London	Listening	EURECA stakeholders; core of GDC-SG
Base countries	Greece	<i>Under investigation</i>	N/A	N/A
Base countries	Romania	<i>Under investigation</i>	N/A	N/A
Strategic	Stockholm, Lulea, SE	Stockholm Data Parks [6], Research Institute of Sweden (RISE) [7]	Meeting	Established relationships (via G IT wider European network)
Strategic	Frankfurt, DE	City of Frankfurt (& Hessen region)	Meeting	Establish connection (via GIT w ider European network)
Strategic	Barcelona, SP	City of Barcelona	Meetings	Establish connection (via GIT w ider European network)
Strategic	Dublin, IR	<i>Under investigation</i>	N/A	(via GIT wider European network)

Table 1 - Geographic coverage and penetration level

## 6. Key Communication Methods

The project's communication and dissemination activities should be seen as a synergy of all the different perspectives corresponding to each target group. To this end, firstly, specific stakeholders have been identified that are directly accessible through the CATALYST network. Next, suitable and preferred means of communication are determined from the available toolset to addressing each stakeholder group. Finally, these actors are consequently and consistently approached for interaction with relevant, non-generic messages, as defined earlier, and requests.

Expanding on the initial analysis of the CATALYST target market as briefly presented in chapter 5, Figure 3 provides an overview of the project's communication and dissemination approach with the three identified stages throughout the project's lifetime based on the project's results maturity level and overall progress. In particular, within this first phase of the project, the consortium has identified and established contact with companies, organizations, and entities representative of specific stakeholder groups of relevance to CATALYST. These organizations may be coming from within the consortium or better yet outside of it; the idea is that consortium members communicate with them on a regular basis about the project's progress and results to get their valuable feedback and also based on their interests related to CATALYST. These established contacts may be further explored in terms of business opportunities.

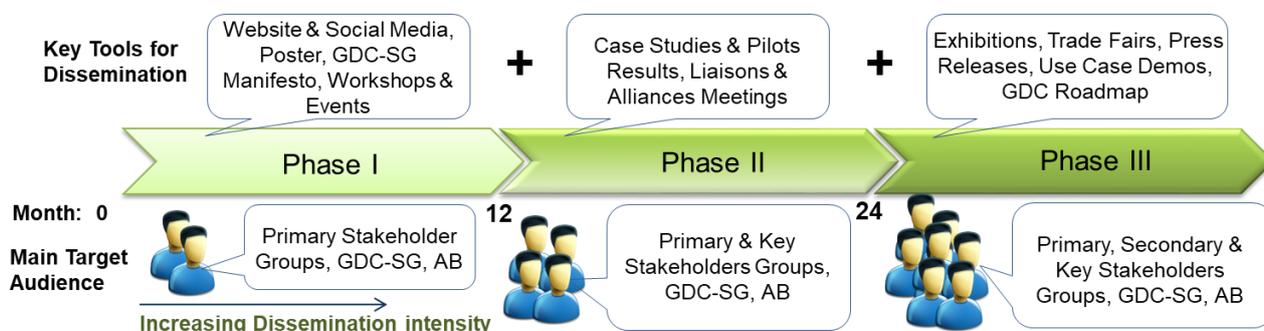


Figure 3 - Communication and dissemination approach and stages throughout the project's lifetime

Table 2 provides an overview of the primary communication channels used to establish connection and later engage each stakeholder group along with the main message to share with them. Naturally, general use communication channels such as website, social and traditional media are supporting all communication and dissemination activities.

Stakeholder Group	Primary Communication Channel(s)	Message	Primary Communication Goal(s)
<i>Primary</i>			
Data Centre Owners, Managers & Operators, Data Centre Design and Engineering Companies	Bi-lateral meetings; CATALYST contents-driven workshops; industry conference and events, GDC-SG operations	CATALYST offer as a solution for their business sustainability	Share up-to-date project findings; Listen to their concerns and wishes
Utilities, Grid Operators, Energy Market Actors (traders & aggregators)			
<i>Secondary</i>			
Data centre third party suppliers such as hardware vendors, ICT integrators and management solution providers	Industry conference & events, GDC-SG operations	CATALYST as an enabler for data centres to support the energy transition offering a future proof, complete solution	Ensure project's visibility and raise awareness; Engage in active interaction all relevant stakeholders within the CATALYST ecosystem; Open the dialogue
Data centre end users that may include for example cloud			

Stakeholder Group	Primary Communication Channel(s)	Message	Primary Communication Goal(s)
computing service providers			
Energy profiling and monitoring service providers, and related technology vendors, ESCOs and other energy sector SMEs			
Smart City solution providers and SMEs			
Scientific and industry researchers and academics active within the subject areas of interest to the CATALYST project such as green data centres, smart grid services, renewables integration and energy markets	Scientific journals, conferences and workshops		
Governmental bodies on local, regional, national and European level	Bi-lateral meetings and policy focused workshops, GDC-SG operations		
Life-long learning community	MOOC course presented via an online learning platform such as edx.		
<i>Key</i>			
Smart City building environ. planners, decision and policy makers, regulators and legislators	Bi-lateral meetings and policy focused workshops, GDC-SG operations	CATALYST solution conforms with and even supports the take up of policy and legislation	Ensure project's visibility and raise awareness; Engage in active interaction all relevant stakeholders within the CATALYST ecosystem; Establish itself as an expert source
SDOs		CATALYST solution promotes and supports use of standards	
Open Source Community	Targeted contributions to related working groups and communities	CATALYST as the go-to open source solution for integrated data centres with local grid	Establish itself as an expert source
Media specialized in the topics of CATALYST interest.	Website & social media, bi-lateral meetings	CATALYST vision on data centres offering energy flexibility services	Showcase the project's success stories; Establish itself as an expert source

Table 2 - Overview of primary communication channels

In the following sections we provide details related to the key identified communication methods.

## 6.1 Online Presence & Social Media

The project's website, accessible at <http://project-catalyst.eu>, plays a central role to the consortium's dissemination and communication strategy and operations. It is actually meant to be a single point of reference for all related activities.

As such, an ongoing effort throughout the project's lifetime is necessary, to ensure that contents are kept inviting, up-to-date and relevant to all stakeholders. To that end, we are to continuously adapt the website, both structurally and contextually, so as to improve user's experience and its marketing power, especially as the project progresses and its results become available.

The website includes general information regarding the project with special focus on its vision and approach, objectives and expected impact, validation plans in real life pilots and last but not least tailor-made messages to the project's identified stakeholder groups: the data centre community, the energy sector, and the smart city municipalities.

In addition to the project's official website, our online presence is complemented by the use of social media such as LinkedIn and twitter. We are, thus, leveraging on the most commonly recognized and used social media platforms to timely provide updates regarding project dissemination activities, and naturally direct traffic to the project's official website. Generally, we use the aforementioned social platforms as tools for widening communication of the initial, main channel; unless of course the related content is confidential or restricted. The project's LinkedIn profile is accessible at <https://www.linkedin.com/company/project-catalyst>, whereas its twitter account at [https://twitter.com/catalyst\\_dc](https://twitter.com/catalyst_dc).

Bearing in mind that the main objective is to direct the right stakeholders to the project website, the traffic indicators of the latter are actually becoming most important. As such, we plan to set up the appropriate analytic tools so as to gather the necessary statistical information for further analysis related to the impact of our online presence.

More information on these can be found within the project website accompanying report D8.1.

## 6.2 Journals & Magazines

All research partners of the CATALYST consortium are expected to contribute to disseminating project's results in Europe and worldwide via publications in highly ranked international scientific journals and industry magazines.

All scientific publications are made available as preliminary versions within the project's internal repository, while members from both the consortium and the project's Advisory Board (AB) participate in the follow up discussions so as to enhance the quality and relevance of the publications. Following the general open strategy of CATALYST, the open access publishing option will be pursued for scientific journals and conferences to maximize the target audience and the impact of the relevant publications.

An initial list of scientific journals and magazines to be considered follows:

- Institute of Electrical and Electronics Engineers (IEEE) Transactions on Smart Grids, Communications Magazine, Machine to Machine (M2M) magazine
- ICT/Cloud: Association for Computing Machinery (ACM) Computer Communication Review, IEEE Transactions on Network and Service Management, Transactions on Communications, Elsevier Computer Networks and Future Generation Computer Systems
- MDPI Sustainability

The consortium will also consider the organization of special issues in possible collaboration with for example:

- Elsevier Sustainable Energy, Grids and Networks (Open Access)
- Springer, Journal of Cloud Computing (Open Access)
- The Data Centre Journal

## 6.3 Networking & Events

All consortium members will pursue to the best of their ability participation to major industrial and trade events to promote the project's vision and results, distribute project dissemination material and built potential partnerships with other exhibitors. A list of such events follows:

- European Sustainable Energy Week;

- Data Centre World;
- European Utility Week;
- Datacenter Dynamics events;
- CeBIT;
- Datacloud Europe;
- eWorld & Clima;

Similarly, research partners will also contribute to international peer-reviewed conferences and workshops such as:

- IEEE Innovative Smart Grid Technologies, IEEE SmartGridComm, Industrial and Commercial Power System Technical Conference (I&CPS)
- ACM e-Energy, GLOBECOM, SIGCOMM, CoNEXT and HotNets; IEEE NetSoft, INFOCOM, and ICC; IFIP/IEEE IM, NOMS and CNSM; USENIX NSDI.

The CATALYST consortium will also organize focused workshops and public relations events, inviting both the European and international community to discuss topics closely related to the project.

Additionally, the consortium partners will leverage established liaisons with standardization bodies to capitalize on joint standardization efforts and increase standardization impact, as shown in Table 3.

SDO	CATALYST Contribution	CATALYST Partner(s)
European Smart Grid Task Force	<ul style="list-style-type: none"> <li>• Participate at the Expert Group 3 – Regulatory recommendations for smart grid deployment</li> <li>• Contribute to European Strategic Energy Technology Plan (SET-Plan) accelerating low-carbon technologies.</li> </ul>	ENEL, ALD
Open Automated Demand Response Alliance (OpenADR)	<ul style="list-style-type: none"> <li>• CATALYST will contribute to the OpenADR v2.0 Web Tools specifications by offering plugins on top of its hierarchical architecture to enable effective DR</li> </ul>	SBP, ALD, ENEL via EnerNOC (an ENEL's Group Company)
Smart Grids European Technology Platform (ETP SG)	<ul style="list-style-type: none"> <li>• ENEL as a Gold Sponsor will contribute to the Energy marketplace for maintaining a balanced supply/demand between interconnected DCs and the smart grid.</li> </ul>	ENEL
Smart Energy Demand Coalition (SEDC)	<ul style="list-style-type: none"> <li>• ENEL acts as executive member of SEDC</li> <li>• CATALYST validated business models and resulting guidelines, recommendations and blueprints will be directly promoted to SEDC</li> </ul>	ENEL
IEC CEN-CENELEC	<ul style="list-style-type: none"> <li>• Outcomes from trial operations and evaluation of CATALYST requirements and design</li> </ul>	ENEL
Council on Large Electric Systems (CIGRE) WG C5	<ul style="list-style-type: none"> <li>• Participate in CIGRE and contribute to the working group C5 “Electricity Markets and Regulation” analysing CATALYST market approaches and their impact on regulators, traders and Independent Power producers</li> </ul>	ENEL, ALD
Alliance for Internet of Things Innovation (AIOTI)	<ul style="list-style-type: none"> <li>• ENG is an AIOTI founding member</li> <li>• Contribution to the WG 12 “Smart Energy”</li> </ul>	ENG, POPs
IETF Energy Management (EMAN) working group	<ul style="list-style-type: none"> <li>• Energy monitoring and adaptive control architecture for Data Centres</li> <li>• Multi-criteria optimisation for energy efficiency</li> <li>• Operational framework for energy efficiency among a set of cooperating Data Centres.</li> </ul>	PSNC, TUC
WELMEC	<ul style="list-style-type: none"> <li>• Results of penetration testing, after following WELMEC software design guidelines</li> </ul>	ENG

SDO	CATALYST Contribution	CATALYST Partner(s)
USEF	<ul style="list-style-type: none"> <li>Integrated Energy Marketplace APIs and business models</li> </ul>	GIT, ALD
EFI	<ul style="list-style-type: none"> <li>Energy Flexibility Interfaces</li> </ul>	GIT

Table 3 - Contributions to Standards Development Organizations (SDOs)

CATALYST also recognizes that simply hosting code on a public repository is not enough to pursue a successful open source strategy. So as to maximize success of the open source project, the consortium will pursue active engagement of surrounding open source communities and working groups as shown in Table 4.

Open Source Community	CATALYST Collaboration	CATALYST Partner
<b>Apache MESOS -3333</b> Nested Container Working Group <a href="https://groups.google.com/forum/#!forum/mesos-containerizer-dev-wg">https://groups.google.com/forum/#!forum/mesos-containerizer-dev-wg</a>	<ul style="list-style-type: none"> <li>Created on 11 March 2016, aims at creating and managing nested containers, which should be isolated and monitored as executor containers.</li> <li>CATALYST will contribute the concept and realization of VCs autonomous and traceable containers</li> </ul>	POPs
<b>Apache MESOS-4392:</b> Resource Allocation Working Group <a href="https://groups.google.com/forum/#!forum/mesos-allocation">https://groups.google.com/forum/#!forum/mesos-allocation</a>	<ul style="list-style-type: none"> <li>Created on 21 February 2016, targets to allocate optimistically offered resources</li> <li>CATALYST will contribute by providing the concept and realization of VC resource allocation features</li> </ul>	SiLO
<b>OpenStack MAGNUM project</b> <a href="https://github.com/openstack/magnum">https://github.com/openstack/magnum</a>	<ul style="list-style-type: none"> <li>Offers container orchestration engines for deploying and managing containers as first class resources.</li> <li>CATALYST will contribute code and support community in integrating the migration policy</li> </ul>	ENG

Table 4 - CATALYST target contribution to open source communities

Finally, all consortium partners will hold bilateral meetings with representatives from the identified stakeholder groups, especially coming from the primary and key groups, and pursue liaisons with similar projects.

Detailed information on related dissemination activities will be reported within the D8.5 deliverable.

### 6.3.1 Green Data Centre Stakeholder Group

The GDC-SG has a central role within the project's communication and dissemination strategy. Although the group is connected to its first stages with the CATALYST project, the aspiration is that it will eventually have a life of its own. The group's mission is to translate and promote the Green Data Centre vision, where data centres are engaged stakeholders contributing to a virtuous cycle to mitigate the global digital carbon footprint, while holding a key role within future smart infrastructures and enabling the energy transition. The GDC-SG released manifesto provides more information on this topic.

### 6.3.2 Advisory Board

The purpose of the CATALYST AB is to provide strategic direction and leadership to the project's consortium in realising its vision and achieving its objectives.

In particular, the CATALYST AB is established by the project's consortium in order to collect feedback from leading figures at the intersections between the data centre industry, the energy sector and the smart city specialists regarding the project's development processes. In doing so, the members of the project's AB can support in an organized and structured way the project's consortium's efforts in ensuring the European-wide acceptance and usability of the CATALYST tools and business models.

The AB Terms of Reference, to be included with the D8.4 deliverable, provides more information on this topic.

## 6.4 Press & Traditional Media

The consortium members will pursue whenever appropriate contact with traditional media such as newspapers, radio and TV stations, hardcopy magazines and so on, to showcase the project's success stories to a wider audience.

## 7. Marketing & Promotional Tools

In the following sections we detail the specific marketing and promotional tools to be used during the consortium communication and dissemination activities via the previously identified channels during this first phase of the project. Bearing in mind the context of the project's communication and dissemination strategy, the following promotional tools are selected:

- Online presence through the project's official website, including its blog, and social media, LinkedIn profile and twitter account. Online communication is supported by newsletters to the GDC-SG members and CATALYST specific videos.
- Development of material to be used also offline such as the GDC-SG manifesto, the project's standard presentation and poster.
- Traditional media are also covered by planning press releases around project's key milestones.

As the project progresses these tools will be updated accordingly to highlight the current status of the project's results and outcomes and may possibly be enriched by additional formats such as for example use case demos based on pilot validation results or webinars.

### 7.1 Visual Identity & Brand

The CATALYST visual identity and branding aims at giving the project a distinct, memorable and cohesive image to be used throughout the project's communication and dissemination activities. As such it should vibrate one of the main signature phrases, or mission statement if you will, of the project, that is:

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*"Data centres can and should offer energy flexibility services to their smart grid and district heating networks"*

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The CATALYST consortium has engaged the collaboration of bitglue [8], a group of ENG colleagues that work on creative artefacts.



Figure 4 - The new CATALYST logo: overturning the energy concept.

The new CATALYST logo is shown in Figure 4 in full colour and in Figure 5 in black & white. The design represents a dynamic shape, just halfway between a flame and a leaf, highlighting as such the key role data centres can and should play in the energy transition.

The colour palette, as shown in Figure 6, presents a vivid contrast with the addition of yellow, evoking the sunlight's vitality. This pictogram embodies the principles of energy efficiency, process awareness and respect for the environment.

The project's official website and all communication and marketing material will be updated to conform to the new visual identity of the project in due time.



Figure 5 - The new CATALYST logo in black & white.

**Typography**

**Montserrat Regular**

THE QUICK BROWN FOX JUMPS  
OVER THE LAZY DOG.

the quick brown fox jumps  
over the lazy dog.

Aa Bb Cc Dd Ee Ff Gg Hh Ii  
Jj Kk Ll Mm Nn Oo Pp Qq Rr  
Ss Tt Uu Vv Ww Xx Yy Zz

{{[/+~#Ø\$%&=?\*^”°\}}}  
0123456789

**Colour Palette**

#009245

R: 0 G: 146 B: 69

C: 74% M: 0% Y: 69% K: 0%

#22B573

R: 34 G: 181 B: 115

C: 74% M: 0% Y: 69% K: 0%

#22B573

R: 34 G: 181 B: 115

C: 74% M: 0% Y: 69% K: 0%

Figure 6 - The new CATALYST colour palette.

## 7.2 Online Dissemination

### 7.2.1 Website Blog

The website includes a blog section to post interesting articles on CATALYST topics. All members of the consortium are invited to write short posts reflecting on thoughts and results related to on-going activities. Such posts are

refreshing periodically the contents of the website, while keeping the visitor up-to-date in an informal, lively way. The project's social media are used to promote recent blog posts and direct audience to the project's official website.

## 7.2.2 GDC-SG Newsletter

The project's consortium is responsible for facilitating and organizing the operations of the GDC-SG during its beginnings. As such the project will publish at least 5 newsletters to the members of the GDC-SG as follows:

- First newsletter focusing mainly on group's kick-off event to also provide proceedings and guidance for next steps is expected in July 2018.
- Second newsletter highlighting the launch of the Green Data Centre Assessment Toolkit is expected in November 2018.
- Third newsletter including mid-progress project's updates is expected in Q3 2019.
- Fourth newsletter highlighting the project's near-final results and accomplishments is expected in Q2 2020.
- Fifth newsletter, expected in October 2020, concludes the consortium's official participation to the GDC-SG, summarizing the project's results and next steps.

More newsletters may be scheduled if deemed necessary.

## 7.2.3 CATALYST Video

A set of videos will be orchestrated describing the validation trials in the four (4) CATALYST pilots, their scope and the CATALYST technologies to be tested and evaluated. All videos will be available on the project's official website and will be uploaded to well-known public platforms such as YouTube and further promoted by the project's social media. More information on this topic will be included within the D8.5 deliverable.

## 7.3 Offline Material

In general, all project's public deliverables, scientific publications, position papers and articles, and presentations in industry events and workshops will be made available on the project's official website and promoted via the project's social media.

### 7.3.1 GDC-SG Manifesto

The GDC-SG Manifesto will also be made available on the project's online communication channels to attract members to the group. The Manifesto will be formatted using the new visual identity of the project created by the bitglue team.

### 7.3.2 CATALYST Standard Presentation

A standard presentation of the project will be developed to be used as the base from all consortium partners during their participation to conference and workshop sessions. Each consortium partner may differentiate parts of the standard presentation to meet the criteria of the specific events. This presentation will also be able on the project's official website and will be uploaded on appropriate, well-known platforms.

The presentation contents are:

- Project identity and consortium; the "who" and the "when", including information such geographical distribution, sector coverage and timeline;
- Motivation and drivers: the "why";

- The CATALYST vision: the “what”, including the main project’s innovations, that is (i) data centres as flexible multi-energy hubs, (ii) Marketplace as a Service (MaaS) and (iii) “Follow the energy” approach;
- Expected impact and results: the “how”, including the project’s innovation actions roadmap, conceptual model and pilot validation blueprint;
- The CATALYST Unique Selling Points (USPs) for the main stakeholder groups; and
- An open call to join the GDC-SG.

Naturally, the project’s standard presentation will also conform to the new project’s visual identity. Special artwork will also be created by the bitglue team to be included in this presentation (but also reused whenever necessary across the project’s communication channels and tools). This artwork should convey in an elegant and simple way the main messages of the CATALYST project and ultimately visualise its mission statement.

### 7.3.3 CATALYST Poster

A general poster will be designed to be used for general dissemination purposes. Similarly to all project’s artefacts, the poster design principles will adhere to the new project visual identity and convey the project’s mission statement. The poster will be created by the bitglue team.

## 7.4 Press Release

Press releases will be issued to specialised and general media channels at key project milestones. The current plan foresees:

- Press release to promote the kick-off event of the GDC-SG; May 2018
- Press release to promote the launch of the Green Data Centre Assessment Toolkit and the first set of the project’s results; November 2018
- Final press release to conclude the project’s workings; October 2020

Additional press releases will be issued as deemed necessary. More information on these topics will be included in the D8.5 deliverable.

## 8. Monitoring & Evaluating Success

The project's communication and dissemination activities will be continuously monitored in order to assess its effectiveness and impact and formulate mitigating or follow-up actions whenever deemed necessary. The results from this process will be reported within subsequent deliverables of WP8, and in particular in D8.5.

To facilitate and effectively manage the project's overall dissemination activities, the project consortium has created and maintain the CATALYST Communication Matrix, an inventory of all communication with focus on or initiation by the CATALYST project as a result from dissemination activities, including, but not limited to, articles and publications, press releases, events and workshops. The aim of this document is to help us organize our dissemination efforts, track and document our progress. This matrix is a living document available on the project's internal repository till the project concludes. Snapshots will be made available as annexes to subsequent WP8 deliverables.

Every communication channel has its own success indicators. For example, on LinkedIn, posts and activity impressions show the project's profile footprint, while on twitter, number of followers is considered the most important metric. Bearing in mind that the main objective is to direct the right stakeholders to the project website, the traffic indicators of the website are actually becoming most important.

In any case when assessing the impact of our dissemination and communication activities quantity is not always considered as number one priority. The results are also evaluated based on qualitative indicators such as "market-value" position of an event, journal, or magazine, spread over project's target group and follow-up actions and results. Nevertheless and for the sake of completeness, Table 5 provides an overview of quantifiable communication and dissemination impact metrics for the whole duration of the project.

Media	Success Indicator	Coverage
<i>Online Presence</i>		
Website	>5000 (unique) accesses per year; >300 downloads	World-wide; general and target group specific audience
Social media: LinkedIn & twitter	Built in analytics will be used to monitor and evaluate impact and coverage	Mostly Europe
GDC-SG Newsletter	>5	Europe
Videos on pilots validation	4	Mostly Europe
<i>Journals &amp; Magazines</i>		
Journal publications	>3	World-wide
Organization of special issues	>2	World-wide
Articles on industry oriented magazines	>5	World-wide
<i>Networking &amp; Events</i>		
Contribution to peer reviewed conferences and workshop	>8	World-wide; specific audience
Exhibition stands and invited talks in industry events	>5	Europe
Organization of CATALYST focused workshops & events	>3	Europe
<i>Press &amp; Traditional Media</i>		
Press releases	>3; press echoes >10	Europe

Table 5 - Quantifiable communication and dissemination impact metrics

Naturally, the communication and dissemination activities directly support the project's impact objectives and in particular the metrics associated with the latter, as defined within Table 6.

Last but not least, the process of collecting, storing and processing data for monitoring and evaluating the project's communication and dissemination activities is following the principles and guidelines stipulated in the project's data management plan. For more information on this topic see deliverable D7.1.

Impact Objective	Metric	Target
Contribution to SDOs	# of monitored SDOs and contributions	> 8 monitored SDO > 6 SDO contributions
Interest in the combined Data Centre and Smart City & Grid	# of interested stakeholders in the eco-system	≥ 10 interested utilities ≥ 10 interested Data Centre owners ≥ 5 interested Smart Cities
CATALYST concepts and methodology uptake	# of interested stakeholders in CATALYST platform deployment	Interest from at least: ≥ 10 Smart Grid owners ≥ 10 Data Centre operators ≥ 15 Energy Efficiency SMEs

Table 6 - Metrics associated with the project's impact objectives

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