D8.3 Target audience analysis

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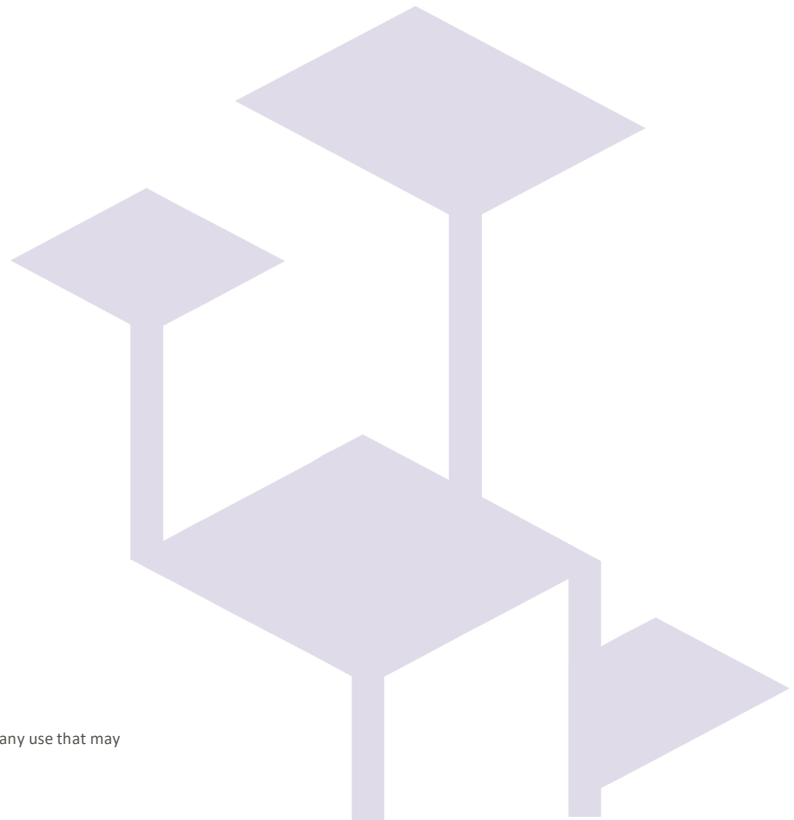*GOPA Com.*

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Deliverable administration

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Description of the related task and the deliverable. Extract from DoA	**T8.1 Communication and Engagement Strategy (GOPA Com.) M1 – M60** The analysis aims to display our target audiences: who they are, what are their motivations, what kind of information are they interested in and how are we going to reach them.				
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0	22/10/2019	VTT	Template for deliverable disclosed.
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About SPARCS

Sustainable energy Positive & zero cARbon CommunitieS demonstrates and validates technically and socioeconomically viable and replicable, innovative solutions for rolling out smart, integrated positive energy systems for the transition to a citizen centred zero carbon & resource efficient economy. SPARCS facilitates the participation of buildings to the energy market enabling new services and a virtual power plant concept, creating VirtualPositiveEnergy communities as energy democratic playground (positive energy districts can exchange energy with energy entities located outside the district). Seven cities will demonstrate 100+ actions turning buildings, blocks, and districts into energy prosumers. Impacts span economic growth, improved quality of life, and environmental benefits towards the EC policy framework for climate and energy, the SET plan and UN Sustainable Development goals. SPARCS co-creation brings together citizens, companies, research organizations, city planning and decision making entities, transforming cities to carbon-free inclusive communities. Lighthouse cities Espoo (FI) and Leipzig (DE) implement large demonstrations. Fellow cities Reykjavik (IS), Maia (PT), Lviv (UA), Kifissia (EL) and Kladno (CZ) prepare replication with hands-on feasibility studies. SPARCS identifies bankable actions to accelerate market uptake, pioneers innovative, exploitable governance and business models boosting the transformation processes, joint procurement procedures and citizen engaging mechanisms in an overarching city planning instrument toward the bold City Vision 2050. SPARCS engages 30 partners from 8 EU Member States (FI, DE, PT, CY, EL, BE, CZ, IT) and 2 non-EU countries (UA, IS), representing key stakeholders within the value chain of urban challenges and smart, sustainable cities bringing together three distinct but also overlapping knowledge areas: (i) City Energy Systems, (ii) ICT and Interoperability, (iii) Business Innovation and Market Knowledge.

Partners

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1. INTRODUCTION

Audience analysis allows us to gain a deeper understanding of our current and potential target groups to improve communication strategy, key messages, and SPARCS' external image. In order to be able to apply the Promote – Engage – Co-create principles, that were outlined in the D8.1 Communication and Engagement Strategy, we tailor our approach as precisely as possible to the needs of different audience groups and narrow down the target audiences so that we can target our activities accordingly.

Following the Communication and Engagement Strategy, we aim to engage with the audiences at EU, project, and local/city level, utilising citizen-centric, storytelling and visual first approaches across all parts of the project, when applicable, to better share individual stages and results of the project.

To identify the target audiences, we will be looking into project specific characteristics and investigating the behaviour, preferences, interests, location, demographics and other aspects of specific groups of people.

As a result of the analysis, we will employ a targeted approach to communication relevant audiences, and a dedicated multiplier programme to generate local engagement and geographical balance. All communication will be created with the target audiences and their priorities in mind to achieve maximum impact, interest and engagement in the project and its solutions and activities.

1.1 Placement within the project

Target audiences are one of the key elements of our communication and engagement activities. Therefore, they are built into the whole project, at all EU, project, and local/city level. In addition to WP8, all other WPs will benefit and utilise the analysis in this document to follow a coherent and common process for communication and engagement in the project.

Throughout this Target Audience Analysis we will:

- Define the specific groups inside of each level (EU, project, and local/city level);
- Define motivations of each audience group;
- Define the information each audience group is interested in;
- Identify key channels/platforms for reaching the audience groups;

This first version will be followed by two updates at M24 to reflect any feedback and changes from the ongoing project and cities and then M36 to reflect the nuances of the project and to take into account all the developments to be able to better further elaborate strategies for exploitation and deployment of project outcomes.

2. TARGET AUDIENCES

In order to achieve the objectives mentioned in the Communication and Engagement Strategy, we have identified three main audience levels and six primary groups of target audiences that are at the centre of SPARCS communication and engagement activities:

- **EU Level**
    - o **Citizens**
    - o **Policy makers**
    - o **Urban planners**
    - o **Industry and solution providers**
    - o **Research community**
- **Project level**
    - o **H2020 stakeholders**
- **Local/City level**
    - o **Citizens**
    - o **Policy makers**
    - o **Industry and solution providers, MEs and startups**
    - o **Urban planners and city administration**

Further explanation of each six primary groups of target audiences can be found below:

- **Citizens** of both, SPARCS Lighthouse and Fellow cities, as well as other cities interested in replication
- **Industry and solution providers** of smart city solutions, interested in following the pilot phases of SPARCS solutions
- **Urban planners** and other technical experts in cities, be it from SPARCS cities or others, interested in knowing the developments of the solutions and how they can be applied to their domain or their city.
- **Policy makers** on city or EU level (incl. INEA and EC officials) who would follow the developments in the cities and receive input as to how to enable such pilot projects through further policy adjustments.
- **Research community** taking stock of the pilot results and the development thereof, building or bundling further research on it.
- **H2020 stakeholders** from other cities, H2020 SCC1 projects and similar initiatives, following, comparing and exchanging knowledge and experiences in the implementation of H2020 SCC1 projects.

2.1 EU level

Citizens

At the EU level, we will be targeting the **interested public** (citizens) in 27 EU member states. Based on our previous experience targeting EU wide interested public, we will be looking at providing them with stories that may be relevant to them, to their everyday lives and showcasing the lighthouse and pilot solutions in SPARCS cities and how they improve the lives of their citizens. We see citizens, especially interested citizens of other potential lighthouse of fellow cities as an important catalyst for push for replication: by showing them examples from SPARCS projects, we will promote the solutions to be implemented in other cities across Europe and so contribute to the replication and market creation.

Policy makers

In addition to the citizens, we will be reaching out to policy makers at the EU level, including:

- EU Directorates (DG ENER, DG MOVE, DG CONNECT, DG CLIMA, DG REGIO, DG RTD, DG FISMA, DG GROW, DG ECFIN)
- EU Agencies (JRC, EASME, INEA)
- EU institutions in general (the European Parliament, the European Council, the European Commission)
- Other EU bodies (European Committee of the Regions)

We will be communicating to the policy makers the experience from the implementation of SPARCS and other smart cities projects (WP6 outcomes) to provide input and align and improve the future design and implementation of smart city policies, strategies, programmes and actions at public level.

Research community

We will be targeting the research community with the scientific outcomes and analyses of the solutions implemented in the Lighthouse cities.

Academia and researchers in topics of energy, smart cities and urban planning as well as data utilisation, citizen engagement and business models will be the most sought-after.

SPARCS final and partial project outcomes can be extremely interesting for researchers and academia and fuel further research on the topic and contribute to its further development and innovation.

Industry and solution providers

Innovative solutions such as the ones being implemented in SPARCS will be also extremely interesting for other solution providers, who would like to see how and where the innovation is developing. To that end, we will equally focus on attracting other industry and solution providers, who would be interested in replicating the solutions or build upon them, once implemented in cities.

Urban planners

With the aim of replicating our lighthouse cities solutions, we will focus on attracting and informing urban planners and their colleagues on how our pilot solutions have been implemented, how it has benefited the citizens and the city overall and what can be learned from these solutions. To that end, we will focus on promoting to them best practices and lessons learnt as well as partial and final solutions.

2.1.1 Motivation and key information

Citizens

Solutions in cities and the underlying ecosystem of pilots and replication are always done with the **citizen in mind**. To that end, we also have to follow this principle when communicating to the citizens

or users and **showcasing how all solutions will apply to their lives** or how they apply to their technical expertise and how they will be able to benefit from such solutions.

We will be targeting on EU level citizens who are **interested in innovation, energy, climate change and city development as well as science, technology and urban planning** and could potentially lead the interest in replicating SPARCS solutions in their cities. We will be providing them with best practices, success stories, facts, explanatory infographics and other visual materials to raise interest and awareness of sustainable and positive energy communities; and smart cities in general.

In addition, we will be making noise around **relevant events across Europe** in order to offer accurate information to those in need and encourage citizens to take part in the planning of their cities if possible.

Policy makers

Policy makers need **current insights and solid data** to inform their policy making and preparatory work for further policy improvements. We will be showcasing evidence and development of the project solutions, how the policy framework is influencing these and how they can provide better frameworks for further market creation, tackling climate change and last but not least for better innovation and fostering competitiveness of Europe.

Research community

Scientifically reviewed and evaluated results from the pilot projects are the most relevant for the research community, who we will be providing more with the scientific papers, replication studies or recommendations, stemming from Task 8.5. Building on SPARCS data and results, they should be able to contribute to a better research in given domains, not only the traditional ones, but also when it comes to innovative business models or financing.

Industry and solution providers

Industry and solution providers will be motivated by the access to pilot results and lessons learned from the implementation phase of the projects. We will to that end summarise the best practices, showcase success stories as well as failures and how we overcome them and to that end provide the market with further input on implementation needs. To that end, the publicly available information from the implementation of the solution in lighthouse cities as well as the learnings from the fellow cities will be most important for industry and solution providers.

Urban planners

Urban planners in cities similar to our lighthouse and fellow cities or the ones who are interested in implementing smart city solutions in their city will be motivated by seeing the best practices and learning from the pilot phases of the SPARCS project. To that end, we would provide them, similarly as with the industry and solution providers, with information about solution application in lighthouse cities, conditions for replication and best practices and recommendations stemming from the implementation phase.

2.1.2 How to reach them?

The below outlined ways to reach the target audiences are the ones that we find the most suitable and to that end most effective. We understand them to be the most direct ways to reach these outlined target audiences, which however does not mean that the scope of it is not larger and we would count on the dissemination effect to reach other audiences through the same means. That means that when targeting the citizens through social media, we would assume that similarly urban planners and solution providers would be interested in the same type of information and would be intrigued to learn

more. Where the information for the citizens is "enough" through the storytelling approach and stories, we apply the Promote – Engage – Co-create principles to go more in-depth with the solution focused audiences and provide them more technical information that may be of use and interesting to them or more scientifically focused data for those, who are researchers.

Citizens

The general public/EU citizens will be reached most successfully on social media, with a focus on Facebook and Twitter. As we are communicating quite complex issues, we will try and visualise them as much as possible through the use of infographics, videos and stories; and other audio-visual means.

In addition, we would also utilise media and media outreach to attract their interest and publish stories that would be relevant and interesting for their daily lives, with a strong focus on application and improvement of citizens' lives. Apart from media, we will use guest blogs and articles in online media or online community websites to effectively tap into networks and communities on topics that are close to the focus of SPARCS project.

Policy makers

There are many options available for communicating with policy makers, on EU level, we will focus on twofold communication:

- Online communication and most specifically social media and LinkedIn
- Events and workshops, where direct input into policies is delivered in the most efficient way

We will be including hard data, numbers, diagrams and examples where possible when preparing materials for the policy makers.

Research community

Following the principle of "going where the audience is" we will be developing further the collaboration with the scientific community and rely on the scientific partners of SPARCS to reach out to the research community and academia, mainly through the submission of research papers and other documents to scientifically acclaimed publications as well as submissions of papers and presentations to the scientific community-focused events.

Industry and solution providers, urban planners

To reach industry and solution providers, we will focus the technical part of our Knowledge Sharing Platform on city planners and urban architects. In addition, we will reach out to them via sending out tailored press releases, articles and news items/letters and organising events, workshops and webinars.

The core content of the EU level communication will be in English.

2.2 Project level

H2020 stakeholders and similar initiatives

A key aspect of communication on the project level and a core of the multiplier programme will be targeting other partners of similar H2020 projects and their cities, industry providers, technical experts and researchers. We aim to establish specific collaborative partnerships to maximize the reach,

especially when it comes to national and city levels and fully utilise the force of more than 116 cities across the current 17 projects and counting.

An initial list of stakeholders and multipliers is being collected and will be annexed to the target analysis.

In addition to H2020 stakeholders, we will coordinate communication activities and dissemination with other similar initiatives, such as EERA and EERA -NETs, UIAs projects with whom we share technological knowledge and solution-oriented projects implemented in key cities.

More details on sharing information with such initiatives are disclosed in D6.1 Knowledge sharing and collaboration plan.

Apart from H2020 stakeholders and initiatives, we will reach out to other multipliers who will be helping us to disseminate SPARCS news from the project level. We understand multipliers as actors, be it organizations, professional networks or individuals, that **have a strong link to SPARCS, smart cities topics and interest in spreading our messages** and at the same time, they **have a large online presence or active membership**. We will coordinate with them multiplier or communication partnerships similar to the ones on the H2020 level and collaborate with them in our outreach activities to get SPARCS information to the largest possible audience.

2.2.1 Motivation and key information

H2020 stakeholders and similar initiatives

The stakeholders will be mainly interested in the progress and key results of our project and mutual exchange of best practices, lessons learnt and recommendations. Communication towards other H2020 SCC1 projects and their lighthouse and follower cities will help them to gain additional knowledge, form partnerships and learn from our experiences and vice-versa. Many of the common communication activities on the H2020 level will be supported by the H2020 Common coordination group and we will follow this good practice to ensure best coordination and coherence of information as well as contribute to the joint activities and co-create an innovative and solution-oriented market of smart city projects.

2.2.2 How to reach them?

H2020 stakeholders
We will be using Twitter, website news, online newsletters and events/workshops to communicate to the H2020 stakeholders. When communicating on joint activities, we will be using the common hashtags, joint key messages and other branded elements, agreed on the common H2020 SCC1 project level. In addition, we will be using events, workshops and webinars as a tools for exchanging news, information and relevant project updates across projects, on all levels: technical implementation, city-focused as well as research.

We will actively participate in the H2020 SCC1 coordination on communication as well as actively engage with all other stakeholders and initiatives and create partnerships and multiplier exchange, specifically for targeted campaigns of major results or key events. Additional external communication activities and tools may be utilised, as will be agreed on the H2020 coordination level.

2.3   Local/City level

In addition to the EU and project level target audiences, we will also focus on reaching out to all necessary local stakeholders, especially when it comes to the communication and engagement of local results.

Local/City level communication will be carried out in the/with a focus on the Lighthouse and Fellow cities and to that end will be partially in English and partially in the language of the local partner/city.

Citizens
When communicating at the local level, we will focus first and foremost on the citizens directly involved in the SPARCS Lighthouse and Fellow solutions with the aim of getting them on board, including them into our co-creation activities and have them actively participate in the solution implementation on the ground. They are the ones to be mostly affected by these changes and they need all the information that is necessary as well as direct inclusion into decision-making about their city or district.

Policy Makers
Local politicians can advise on the institutional design of projects and they can help to build up the civic infrastructure that might support implementing the smart cities' strategies. Therefore, it is important to keep the local authorities up-to-date with the developments of the project and have them support the solutions that are being implemented. We hope that once we target the local policy makers, they will in turn 'spread the word' amongst citizens'. As local politicians have often more power and influence on citizens' than scientist or experts, we could use them as 3rd party multipliers when reaching out to local residents.

Industry and solution providers, SMEs and startups
As this target audience group is directly connected or responsible of the development of city, infrastructural energy and road network planning, including them to our communication is utmost important. In addition to large industry, we will also focus on opening up the communication to local solution providers: SMEs or startups and collaborate with them, with the overall aim of co-creating solutions, replicating them and creating additional jobs.

Urban planners and city administration
Local urban planners are key in the successful application of our projects, but also in the scaling up and replication across the Lighthouse or Fellow city. In addition, their other colleagues in city administration, even though they don't directly get involved with smart city projects are also interested in knowing the outcomes of our projects and in potential application to their area of expertise (environment, data/ICT or housing). To that end, we focus on them with the local communication and outreach and use them as agents for further replication in a city.

2.3.1 Motivation and key information

Citizens
Local audiences are mostly eager to know how are their living conditions and environment going to change and improve as a result of SPARCS. Therefore, we will use the storytelling approach to reach out to locals in order to "spin" the content so that we always focus on "what's in it for them". Displaying success and personal stories and calling people to action are often the best ways to create high citizen engagement.

Policy Makers
The local policy makers will be interested in the project/initiative as a whole and explanation of its value added to the development of the city and quality of life of citizens, as a political tool. In addition, they will value information about development of the project, its milestones and ongoing activities, showcasing all the innovation and improvements that SPARCS is bringing to their city. To that end, we will focus on providing them with information about positives improvements of their citizens lives and how replicating such solutions can improve their city even more and put them on the fore-front of innovation and climate-mitigation leadership.

Industry and solution providers, SMEs and startups
The local technical stakeholders will be interested in information that highlights important technology developments or innovative solutions with particular replication potential in the area of smart cities that are being used or discussed within SPARCS. The SMEs and startups will also interested in how they can contribute to the overall development of the project, join its activities and support it through it innovativeness and co-creation activities.

Urban planners and city administration
Similarly as solution providers, urban planners will be more interested in the technical information of the local project implementation, with the aim of applying it in their work domain. To that end, a lot more technical information, including public blueprints or workflows in the form of infographics would be extremely valuable as a tool to communicate with them.

2.3.2 How to reach them?

Citizens
In order to reach out to local target audiences at the citizens' level, we will be:

1. Using social media:
     * **Facebook** – local citizens: sharing content, videos, walks from the neighbourhood, tagging
     * **Twitter** – journalists, SMEs and start-ups (sharing content, direct messaging, tagging, hashtags)
     * **LinkedIn** - SMEs and start-ups (sharing content, direct messaging (individual and groups), tagging, hashtags)

2. Producing and giving out promo items to attract the attention of citizens on local level and ensure the interest and buy-in to the projects' activities on the ground

The list of local associations and SMEs/start-ups will a part of a local stakeholders mapping that we will establish. The mapping of local journalists will be developed together with the Lighthouse and Fellow cities.

When developing key messages to citizens, we aim to not use H2020-specific lingo as that is not understandable to anyone outside of the project but focus on making the language easy to understand, simple and clear.

Policy Makers
We aim to reach the local policy makers via strong press relations, Twitter and LinkedIn by linking our messages to factual articles and explanatory videos.

In addition, we will offer the local authorities publicity in our guest blogs in order to let them be part of the discussion, share their political knowhow and encourage involving other policy makers to the dialogue.

Industry and solution providers, SMEs and startups
Providing technical information, we will reach out to the local solution providers through local newspapers and media, and through localised information online on the website of SPARCS or the city (or both). At the same time, local workshops and events where we would directly target and include the solution providers would be a great direct way of directly engaging with this target audience.

Urban planners and city administration
Similarly, local urban planners and city administration representatives will be mostly targeted in their local language through their local media as well as through the organisation of local workshops and/or webinars, to which end we will be able to directly include them into all SPARCS co-creation activities and support thus local replication.

To ensure better communication and engagement on local levels, the key promotional items and publications will be translated into Finnish and German, to ensure their relevance in the lighthouse cities, as well as to Greek, Portuguese, Czech, Icelandic and Ukrainian to ensure proper dissemination at Fellow city level. Moreover, beyond only translation, we will also ensure that the content is localised and appropriated to the local level conditions, information needs and priorities of the local target audiences.

3.   CHANNELS TO REACH TARGET AUDIENCES

As outlined in the D8.1, Communication and Engagement Strategy, the table below provides a summary which channels will be employed at which target group and engagement level in line with previously described approaches. Naturally, some of the channels can also reach the other target audiences, when e.g. present at the same event. We have however outlined below our aim and targeting. Each of these channels are described in more detailed in the Communication Strategy.

TARGET AUDIENCE CHANNEL /TOOL	CITIZENS	SOLUTION PROVIDERS	URBAN PLANNERS	POLICY MAKERS	RESEARCH COMMUNITY	H2020 INITIATIVES
Visual Identity	■	■	■	■	■	■
Knowledge Sharing Platform	■	■	■	■	■	■
Media relations		■	■	■		
News	■	■	■	■		■
Newsletter	■	■	■	■		■

Promotional materials at events	■	■	■	■	■	■
Interactive tools	■		■	■		
Flyers/postcards	■	■	■	■		
Animated videos (SPARCS showcases)	■	■	■	■	■	■
SPARCS stories	■		■	■		
Video reportage (SPARCS walking Tours)	■		■	■		
Webinars		■	■	■	■	
Events (local and EU level)	■	■	■	■	■	■
Workshops		■	■	■	■	■
Publications				■	■	

Management of contacts:

To support all EU, Project and local outreach activities, we are building and ongoing database (lists) of potential sources, contacts and partners for ease of dissemination and communication.

These lists are live working documents and they are placed in Teams, both for SPARCS partners access, updating and utilisation.

4.   HOW TO MEASURE SUCCESS?

We have already set out the KPIs and ways to measure success in the D8.1 at length. Specifically for the measurement of the success of reaching out to our target audiences, we will keep an eye on the following metrics and outcomes of outreach:

- Number of news items published based on the press releases sent out by us;

- Number of media mentions;

- Number of opened newsletters;

- Number of clicks inside the newsletters;

- Number of newsletter subscription;

- Website visitors;

- Number of followers and page likes on Twitter and Facebook;

- Number of reach and engagement of the social media posts, articles, guest blogs and news items.