COMPETITIVENESS AND INNOVATION FRAMEWORK PROGRAMME

ICT PSP call for proposals 2008 - ICT PSP/2008/1

Project Acronym: **Long Lasting Memories**

Project Number: **238904**

Project Type: **Pilot Type B**

Project Full Title: **Long Lasting Memories**

ICT PSP Main Theme addressed: **1.4: ICT for ageing well with cognitive problems, combining assistive and independent living technologies**

D2.1 Dissemination plan

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This Deliverable presents LLM's dissemination strategy. [Dissemination activities are essential for the successful infiltration of an innovative service into the market. A detailed plan presenting and explaining the consortium strategy, plans, methods and approaches is presented and handled in this deliverable.

Document History

Version[1]	Issue Date	Stage[2]	Content and changes
#1.0	25th July 2009	Draft	Document structure created by the Deliverable leader
#1.1	27th August 2009	Draft	Content added by the partners
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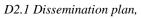[1] Please use a new number for each new version of the deliverable. Add the date when this version was issued and list the items that have been added or changed. The 'what's new' column will help the reader in identifying the relevant changes. Don't forget to update the version number and date on the front page and the header.

[2] A deliverable can be in either of these stages: "draft" or "final". For each stage, several versions of a document can be issued. *Draft:* Work is being done on the contents. *Final*: All chapters have been completed.

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1 Dissemination strategy

The LLM's **dissemination strategy** is based on **two major building blocks**: (a) active collaboration with key stakeholders and (b) user-driven results going through a continuous development process.

Active collaboration with key stakeholders as a building block of LLM's valorisation strategy means that all project partners are committed to invest time and resources in developing synergies and links among key stakeholder organisations and individuals as a means to ensure that project results reach the target audience and that these results will be exploited appropriately.

User-driven results mean that project results are developed according to the users' needs and requirements and, most importantly, project results are going through a dynamic process of development and validation based on continuous user feedback. The structure of the consortium and the design of the pilots guarantee active participation of users.

The **aims** of the LLM dissemination strategy are to:

- create awareness and build loyalty;
- encourage involvement in the project;
- change opinions and attitudes;
- attract additional funding;
- aid mainstreaming and achieve sustainability for the project;
- embedding project results into the practices of participants;
- ensure that the project's methods and outputs are adopted by stakeholders;
- further developing project results in different contexts and situations (e.g. different regions).

The dissemination **activities** of LLM will not be limited to conventional mass media, but will focus on spreading its results directly towards the involved stakeholders, through specialised communication tools, as well as through direct contacts and info days, visits, workshops, etc. Each partner will use all opportunities linked to the project's field of action to organise dissemination activities, extend cooperation, exchange knowledge and learn from other projects, and also to communicate the project results in their own language. These opportunities include trade fairs, workshops, meetings with local stakeholders, publications on local magazines and all other relevant events where the partners may participate.

The **dissemination strategy** -as it is described in the next chapter- caters for the **best** and the **maximum dissemination and exploitation** of the project's results. As every plan, the **dissemination plan** that is presented in this document may be **subject to modifications**, according to the **progress** of the project and the **results** obtained at the different stages

with the objective to **optimize the consortium's activities** for the given purposes. This is especially relevant to the dissemination plan. Being so, the dissemination strategies identified in this section will be **discussed continuously** by all participants of the consortium and **throughout the project's lifetime**. In this respect, LLM's dissemination strategy is not static and will be regularly **reviewed and expanded** as the project proceeds and **new opportunities** or obstacles arise.

This document is complemented with the European Commission's publication "Good Communication Practices for ICT PSP Projects".

2 Dissemination plan

Dissemination of results plays a very important role in LLM. **Dissemination will take place in all phases of the project lifecycle**, thus ensuring that the dissemination can function as a **diffusion process** as well as a **mechanism to ensure feedback from users** in the results validation, products evaluation, testing and fine-tuning.

The Dissemination Plan intends to **structure the consortium's main activities** to unfold the dissemination of knowledge gained during and after the development of the LLM project and its progress. Besides that, the activities of dissemination also aim to **create awareness of the project results**, not only for the **participants**, but also – and principally - for the **different interest groups**: direct users and user groups, indirect users such as people who directly work with end users, and other potentially interested audiences. At the same time, it represents a **vehicle to get feedback** not only **internally** from the project consortium but – and again principally - from **external bodies**. The dissemination activities are thus expected to also contribute to the **validation** of the partial and overall **project results**.

The dissemination plan aims at answering the following questions:

1. **What** to disseminate, in relation to the project outcomes.
2. **When** to disseminate, in order to ensure that the timing of activities is appropriate.
3. **To whom** – the audience / target group for dissemination.
4. **How** to disseminate, including setting a dissemination budget with the appropriate resources (such as personnel and materials). Specific issues include:
   - **Costs**: How much will it cost?
   - **Responsibilities**: Who will be in charge?
   - **Verification**: How do we know that we met our targets? - milestones

These questions are being answered as following for the LLM project:

1. **What** to disseminate, in relation to the project outcomes.

The following project outcomes have been identified for dissemination:

Tangible outcomes	Intangible outcomes
• Independent living component • Cognitive training component • Physical training component • Integrated LLM service • Technical standards • Training methodologies, models, good practice	• Achievements of individuals or teams (of users) • Changing attitudes • Messages – findings, recommendations for change at policy or practice level • Successes and pitfalls

- Ethical guidelines

2. **When** to disseminate.

- **Early in the project**, dissemination aims to ensure that the project is addressing the needs of its target groups (end users / elderly persons, medical providers, care providers), and that is creating awareness and understanding of its activities both within the consortium and among peer groups, resulting in a customised service of value for its end users. A dialogue mechanism with the target groups will be initiated, enabling them to provide constant feedback during the full course of the project.
- **During the project**, dissemination is about identifying lessons from what is being piloted, particularly in receiving feedback from end users and other stakeholders, and adjusting the project's strategy and developed service in order to maximize effectiveness and efficiency.
- **At the end of the project**, dissemination is intended to publicise more generally the project's outputs, the lessons learnt, and the benefits gained. Such dissemination will also aim to build up a constituency of support for the project's follow-up activities.

In this respect, the following three stages of dissemination have been identified:

- **Stage I: Pre-piloting stage (Months 1–11)**: During this stage our target is to raise awareness on the upcoming pilots. The objectives set, the methodology to be followed and the expected results planned will be disseminated online and offline. Moreover, an introductory workshop will present and familiarise interested parties with our work and its prospective goals, encompassing public authorities and private industries in the information loop of LLM.
- **Stage II: Initial piloting stage (Months 12-24)**: At this stage we will be constantly evaluating the performance of the service and assess its potential impact on the market through the validation taking place during the successive pilots.
- **Stage III: Evidence supported dissemination (Months 25-30)**: During the last 6-months of the project, and while the final pilots are taking place, dissemination activities will focus on providing evidence to support the claims for the effectiveness, ease-of-use and potential applicability of the LLM service. We trust these efforts to signal the beginning for a wider service uptake from stakeholders.

3. **To whom** – the audience / target group for dissemination.

In order to be effective, the project's dissemination strategy will be clear and specific about the most important and innovative elements of the project. LLM will be selective about the choice of audience (i.e. not try to be all things to all people) and be strategic about its approach to that audience. A scattergun approach – using all possible avenues throughout the life of the project – may hit the right desk at the right time, but a targeted and strategic approach is likely to be more fruitful (and less costly).

A targeted strategy will thus be implemented in LLM, including:

- achieving reputation or a 'name in the field' by using the media, speaking at conferences (invited and uninvited) and writing for journals;
- networking – making and sustaining personal contacts and "selling" the project to other people who could prove to be useful contacts;
- capturing the interest of the local care providers and associations of citizens who will help to get the message across;
- visiting decision-making units such as the DG Health;
- avoiding jargon;
- talking to other projects; and
- being contactable, accessible and creative.

Three main target groups for dissemination have been identified:

- **End-users:** All those who might actually use the products developed in the project. These are the elderly people, directly benefit from LLM by increasing their quality of life.
- **Actors directly interacting with the end-users:** These are close relatives and friends of the end users, formal and informal care persons and care organisations and their representatives. This group will benefit from LLM directly when using the LLM service to assist end-users and indirectly when the care needs of end-users are reduced.
- **Decision-makers, supporters and other stakeholders:** They include all those who have, in one way or another, an interest in seeing the LLM service or outputs in the market, and include private or institutional investors, government bodies, social security managers, insurance companies, industry bodies and technology providers, professional networks, CSOs and NGOs, etc. These are institutions and private or public organisations that will not directly use the LLM service, but who can contribute in organising, paying or enabling it. Common to these is a financial benefit from LLM that will come either from direct sales, or from increased efficiency and effectiveness which result in saving expenses or by not having to increase expenses in the mid and long term. This group also includes political decision makers such as the European Commission, national or regional governments and the responsible ministries.

A table containing information for each target group is found at the end of this document. The partners are requested to fill in the table with information for their countries (email address only). An Excel file has also been prepared to assist partner filling further details of interested parties. The Excel file accompanies this document.

The LLM outcomes will target these groups as following:

Outcome	End-users	Actors interacting with end-users	Other Decision makers and other stakeholders
Independent living component	√	√	
Cognitive training component	√	√	
Physical training component	√	√	
Integrated LLM service	√	√	√
Technical standards		√	√
Training methodologies, models, good practice		√	√
Ethical guidelines	√	√	√
Achievements of individuals or teams (of users)	√	√	√
Changing attitudes			√
Messages – findings, recommendations for change at policy or practice level			√
Successes and pitfalls		√	

Intensity of dissemination activities targeted to specific groups in relation to project periods is presented below:

Project period	End-users	Actors interacting with end-users	Other Decision makers and other stakeholders
Stage I: Pre-piloting stage (Months 1–11).	++	++	+
Stage II: Initial piloting stage (Months 12-24)	+++	+	+
Stage III: Evidence supported dissemination (Months 25-30):	++	+++	+++

A summary list of parties that are expected to gain from LLM follows:

- National/Regional/Local Public Administrations, strengthening care services for the elderly.
- Private Social-Sanitary Care Services Providers, offering new care services to the elderly.
- Industrial partners, offering new products and services to elderly citizens.
- Public and private insurers, avoiding costs of care for patients with cognitive decline.
- Business investors, gaining access to new investment ventures.

- NGOs, citizens and society, through increased cognitive abilities and self-esteem.
- Universities and researchers, extending their research and development portfolio.

4. **How** to disseminate, i.e. identifying specific dissemination strategies and vehicles.

The Dissemination Plan is based on **two levels of strategies** for the dissemination of the project's intermediate / final as well as partial / global results and of its progress:

- The **consortium's overall strategy**, that is the dissemination strategy in which the consortium plans and acts as a whole
- The **individual strategy of each consortium member**, according to his specific type of organization, businesses, activities (marketing and others), markets, infrastructure, resources, etc.

The dissemination strategy includes activities that can be divided into **internal** and **external dissemination** according to the target audiences they are addressed to.
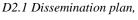
The **internal dissemination** includes the instruments and activities that intend to give awareness of the results destined for the consortium members and that are not available to the public in general. This kind of dissemination includes:

- **Project meetings** and their resulting **reports**
- **Information exchange** by way of an (internal) e-mail list which addresses and includes all project participants
- **A collaborative workspace document repository**
- **Video and Phone Conferencing**
- **Reports, publications, deliverables**, etc.
- **On-line collaboration**

The **external dissemination** is referred to **activities** and **means** that create awareness of the **project's partial and overall results** and its **progress** and **document** them. The target of those dissemination activities is specific users and interest groups that were identified above as well as the public in general.

The proposed external dissemination activities include:

- **Conception** and realization of a **logo** for the project. The logo process includes the development of a number of initial concepts and a discussion among the consortium to conclude and fine-tune the selected concept. The selected logo appears on the first page of this document. The full process with the developed concepts is documented in the project's internal web site.

♦ Conception of a "**corporate design**" for the LLM project and **application in different media**, like Web site, brochure, presentations, etc. More specifically dissemination will consist in **advertising** the **project** by using a variety of methods: **brochures, videos, notices in journals**, participation in **conferences, seminars** and other related **events. Templates** for text documents and presentations have been produced and made downloadable for all members of the project from the project's internal website.

♦ **Conception**, **realization** and **maintenance** of the official **LLM Web site**. The site has been developed to contain information about the progress of the project at different stages in order to communicate and expand its results. At a later stage of the project it will also be possible for users and other interested parties to access and evaluate work of the project's results with a view to incorporate useful feedback. Different access levels are applied, one for project participants, and one for the general public. All project partners' websites will have a visible link to the LLM website. Furthermore, a proactive online promotional campaign will take place, mainly through the use of search optimisation techniques and methods.

The domains reserved for the LLM web site are the following:

www.longlastingmemories.eu
www.longlastingmemories.org
www.longlastingmemories.gr
www.llm-project.eu

All domains will remain effective during the project, but the domain used in project communications will be www.longlastingmemories.eu.

The web site is described in more detail in deliverable D2.2.

♦ **Information Brochures** that will be produced in order to disseminate information on the project. Brochures will be **available in English** for all countries and in local languages where needed. Brochures will be used at the Information Days, and at other events in which such brochures will be needed. The brochures will provide an overview of the project, contact and website details, reflect the benefits and quality of the LLM project, as well as highlight the strength of the project consortium and the support of the CIP and the European Commission. All information brochures will also be available on the project website in pdf format.

♦ **Workshops** will a key mechanism to enable to build constituencies and raise awareness on the project. There will be **two main dissemination workshops** intended to exploit personal contacts made through the rest of the different channels use for disseminating LLM and encourage main stakeholders to commit to our cause. Major workshops will be held in **months 10-12** and around **month 24.** The **first workshop** will be held in order to present the service, receive feedback from peers, and help with

the organisation of the pilots. The **second workshop** will be held in order present the first complete results of the pilots and assess their effectiveness. A final piloting case might be decided, and follow up activities will be discussed.

♦ **Publications** in **scientific** and/or **specialized magazines** at critical times of the project lifecycle and namely at the end of the project. Such publications will be useful in order to generate a level of awareness and constructive feedback from the scientific community and possibly from potential (direct or indirect) users. The articles will focus on practice rather than contain theoretical descriptions.

All partners acknowledge their common interest in publishing the knowledge to obtain recognition and to advance the state of knowledge in the field. In this respect, any partner who is considering preparing a publication for a scientific magazine, is strongly encouraged to contact other partners, copying the Communications Manager, in order to work together in this publication. Especially when the content of the publication is a product of the collective work of the consortium (or of a sub-group of partners), the names of the respective people and partners should appear on the publication.

The partners also recognise their common interest in obtaining valid intellectual property protection and in protecting business interests. In this respect, there is a clear balance to be met between the interests of publishing and the intellectual property protection. Therefore all partners should be provided with information related to forthcoming publications. If the publication might infringe some confidential information, the partner wishing to make the publication may delay or modify the content of his/her publication. To this end, any publication or communication, either written or oral, that might infringe some confidential information, is required to have obtained the consent of the concerned partners. A brief description and the subject of the proposed publication or communication shall be submitted to the Communications Manager, with a copy being provided to all partners, at least 45 days prior to publication. If none of the partners objects to the publication within one (1) calendar month from the date of referral, consent shall be deemed to be given.

Any objection shall include

a) a request for modifications, specifically if information contained in the proposed publication or communication is likely to impair industrial and commercial use of knowledge of a partner; or
b) a request that the publication or communication shall be postponed if information contained in the proposed publication or communication is the subject matter of intellectual property protection.
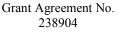
If no consent on the publication can be achieved within one (1) calendar month from the request, the Project Manager shall decide the issue. However, none of the parties

concerned may withhold their consent to publication or communication upon the expiry of a period of three (3) calendar months following the first submission of the proposed publication or communication, without proper justification that their legitimate interests could suffer disproportionately great harm in relation to their commercial or other interests (for example if the dissemination would disclose valuable background held as a trade secret).

♦ **Newsletters / news alerts**. Newsletters or news alerts will be sent to selected parties with a key interest in the project (depending on the contacts and interest gathered), informing them on the intermediary and final results of LLM. The news alerts will contain information on achievements in the project, reports from conferences and announcements of upcoming events, and also motivate its readers to act, i.e. to download a report, to register for a workshop, etc. The news alerts will also be published on the web site.

♦ **Reports** and other documents throughout the entire project lifecycle, including a **leaflet** with an introduction to the project and contact information, and a **poster** with brief information on the project. The leaflet and the poster will be available for download from the project's web site. The development of one or two "**visual presentation**" of the project in the form of a **video** presenting real use scenarios and real users of the LLM service will also be explored. The first video might be used to promote use of the service for the pilots, and the second video to promote the overall project results.

♦ Participations in **conferences**, **workshops**, **trade fairs** and **exhibitions** around Europe throughout the project's lifecycle. Events of general European interest with the greatest possible impact will be targeted. These events will bring together project partners and potentials users further promoting knowledge transfer and dissemination of project results. A **list of potential events** will be prepared and will be **updated regularly** with the contribution of all partners. All partners are required to inform the Communications Manager on their plans to participate in any events of interest and on any possible papers / posters / presentations they are preparing for the events. The Communications Manager will periodically compile a list of relevant events and participation plans, so that synergies can be achieved and conflicts avoided.

♦ Participation in **CIP and other EC events**. LLM will take part in seminars and conferences organised by the European Commission or other EC funded projects and will try to exploit corresponding synergies.

♦ **Open information days** to be organized along with the pilots. These will be addressed to direct and indirect **end users** as well as to the **policy makers**, so as to **raise awareness** on the subject and motivate **participation in the pilots**.

♦ **Press releases** announcing the **project's progress** or an **important achievement**. All project members are expected to contribute to the dissemination of project results through appropriate press releases in their respective countries within duration of the project.

♦ **E-mail/Mailing Distribution list,** which will **disseminate information about LLM** as well as policy developments and practices, latest developments etc. It is expected that at least **two major Mailing lists will be set up** to support communications between two different Groups: one list will be available only to Project members, while another list will be open for external parties interested in LLM.

♦ Using online **social media** (blogs, etc.) can provide a less formal approach and enable broad dissemination. Such media may enable partners to share experiences related to the pilot process, discuss cognitive training practices, etc.

♦ **Other activities** and means that may come up **during the execution** of the project and that may be considered as useful.

Responsibilities

A **Communication Manager** will be assigned to secure continuity in the communications and dissemination activities. The Communications Manager will be responsible for coordinating the dissemination together with the project coordinators and with input from the consortium. An important task is to evaluate and reassess dissemination strategies as the project progresses.

All **members of the consortium** will contribute to the dissemination for instance by participating and giving presentations at conferences, holding press conferences, networking and similar activities. Since face to face information is highly effective it is important that everybody involved in the project has good general knowledge of all the aspects of LLM, in order to be a good "ambassador" for the project.

Each member of the consortium is therefore required to make a practice of as wide and as frequent dissemination as possible. To this end, a formal project-wide reporting and track-keeping scheme with regard to dissemination activities will be implemented with a dissemination reporting form as its main vehicle, as well as internal circulation of relevant examples and ideas among all partners.

Specifically, the communications manager will be responsible for the following:

• Prepare the dissemination plan
• Develop and maintain the project's web site
• Develop the project's "corporate identity"

- Prepare dissemination templates (.ppt, .doc, etc) to be used by the partners in their own activities
- Identify dissemination opportunities and inform partners
- Prepare press releases, newsletters and manage circulation list
- Prepare a dissemination reporting template
- Compile dissemination reports
- Support partners in all their dissemination activities

Project partners will be responsible for the following:

- Inform the communications manager on any dissemination opportunities
- Provide contact details of stakeholders
- Provide the content for the dissemination means (publications, press releases, newsletters, etc)
  - ATHENA: Scientific quality control of dissemination material, explore the possibility to develop videos
- Conduct dissemination activities
  - ATHENA, GSI: Organise the two project workshops
  - AUTH, ATHENA, RALTEC: Conduct at least one activity every month[*]
  - UKON: Produce at least two major papers in international indexed journals
  - All other partners: Conduct at least one activity every three months*
- Report on dissemination activities
  - Fill in the dissemination reporting form and send it to the Communication manager (necessary)
  - Provide a description of the dissemination activity for the web site in their national language, in English, or in both (as applicable)

Public acknowledgement:

Any publication or public communication regarding LLM should include the following acknowledgement:

The project "LongLastingMemories" (LLM) is partially funded under the ICT Policy Support Programme (ICT PSP) as part of the Competitiveness and Innovation Framework Programme by the European Community" (ideally with a link to the ICT PSP website: http://ec.europa.eu/ict_psp).

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[*] It should be clear here that "one activity every month" is not to be interpreted as "one activity per calendar month". "One activity every month" is to be interpreted as about 30 activities during the project, and, of course, the quantity has to be balanced with quality. For example sending 30 emails does not constitute 30 dissemination activities. But major activities with corresponding allocated resour ces and multiple effects can "count" more. On the other hand, the number of one activity every month (or every three months) is not restrictive– of course more activities are much welcome.

It should also include the EC Flag[3] and the CIP logo[4] and state that:

This publication [communication] reflects the views only of the authors. The European Community cannot be held responsible or liable for any use that might be made of the information contained therein.

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[3] Guidelines for the proper use of the flag and originals for reproduction can be found at
http://publications.europa.eu/code/en/en-5000100.htm, http://europa.eu/abc/symbols/emblem/download_en.htm
and http://www.coe.int/T/E/Com/About_Coe/flag_guide.asp#P146_3184.

[4] Available at http://ec.europa.eu/information_society/activities/ict_psp/library/dissemination/index_en.htm.

Timing When to disseminate?	Aim Why to disseminate?	Audience To whom to disseminate?	Methods/ Activities How to disseminate (tools, activities)?	Costs How much will this cost?	Responsibilities Who will be in charge?	Measure How do we know that we are arrived?
• Start of project ➢ 1-11 months	➢ Create awareness about the project, particularly on its innovation and content ➢ Attract users for the pilots	➢ Direct end-users ➢ Indirect end-users	➢ **Present / discuss the project** with staff in each partner's organisation ➢ Prepare **dissemination material** ➢ **Present / discuss the project's aims** with potential users ➢ Set up a **web-site** ➢ Organise a **workshop** and **information days**	➢ Web site costs for Tero / AUTH ➢ Costs for video and first workshop for ATHENA ➢ Costs for dissemination material mainly borne by Tero / AUTH, but also costs for each organisation to use material and participate in events	➢ All partners but responsibility lies with Tero	➢ Response level ➢ Number of activities ➢ Feedback from target audience
• Production period ➢ 12-24 months	➢ Create **understanding** on the project and its **capacity and innovation** ➢ Receive feedback from the participants in the pilots	➢ Direct end-users ➢ Indirect end-users ➢ Other interested parties	➢ Operate the **web-site** ➢ Participate in **events and conferences** ➢ Assess **training process**	➢ Costs for the organizers of the pilots to receive feedback ➢ Costs for participating in other events	➢ All partners but responsibility lies with AUTH, assisted by Tero	➢ Response level ➢ Number of activities ➢ Feedback from target audience ➢ Feedback on Website
• Final period ➢ 25-30 months	➢ **Promote** the LLM service with the target audience ➢ **Start a company** to exploit the service in the future	➢ Direct end-users ➢ Indirect end-users ➢ Other interested parties	➢ Collect **evidence that validates** the service ➢ Organise **visits/ meetings to specific audiences** ➢ Present **Demos** of the service ➢ Organise a final **workshop**	➢ Costs for organising visits / events for all partners ➢ Costs for participating in other events ➢ Costs of the second workshop for GSI	➢ All partners but responsibility lies with IDI EIKON, assisted by Tero	➢ Response level ➢ Number of participants ➢ Feedback from target audience ➢ Feedback on service ➢ Follow up potential

Activities			Means	Time
DISSEMINATION	**Internal Dissemination**		- Project Meetings - Projects Reports - Reports, Publications, Deliverables - E-Mail List - Internet - Video & Phone Conference	M1-M30
	External Dissemination	**Dissemination on the internet**	- Project Website - E-mail / Mailing Distribution list	M1-M30
		Distribution of Promotion Materials	- Logo & "corporate design" - Publications in scientific/specialized magazines - Press Releases - Brochures, Notices in journal, Posters, Folders, Flyers & Advertising - Videos - Reports - Newsletters - Mailing List	M1-M30 M4- M30 M1- M30 M1- M30 M10- M30 M1- M30 M6- M30 M6- M30
		Organisation/ Participation of/in Events	- Participation in conferences, workshops, trade fairs, exhibitions - Organization of workshops - Open Information Days - Actions of Targeting of scientific community, authorities, Policy Makers	M1- M30 M10- M30 M12-M30 M1- M30
		Establishing Contacts/ Network of interest	- Personal Contacts with Key People - Participation in Workshops/Conferences - Project Meetings (formal & informal) - E-mail/Mailing List - Continuation Issues	M1-M30 M1-M30 M1-M30 M13-M30 M13-M30

3 ANNEX: List of stakeholders

1. Greece (email addresses only here)

Direct end users	Indirect end users	Interested parties

2. UK (email addresses only here)

Direct end users	Indirect end users	Interested parties

3. Spain (email addresses only here)

Direct end users	Indirect end users	Interested parties

4. Austria (email addresses only here)

Direct end users	Indirect end users	Interested parties

5. Germany (email addresses only here)

Direct end users	Indirect end users	Interested parties

6. Rest of Europe (email addresses only here)

Direct end users	Indirect end users	Interested parties

7. Rest of the world (email addresses only here)

Direct end users	Indirect end users	Interested parties