Driving Innovation in Crisis Management for European Resilience

D74.3 - Set-up of DRIVER in Internet based social media

Document Identification	
Due Date	01/05/2014
Submission Date	29/02/2016
Status	Final
Version	2.0

Related SP / WP	SP7 / WP74	Document Reference	D74.3
Related Deliverable(s)	D71.1, D74.1	Dissemination Level	PU
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Keywords:
Social media, Twitter, LinkedIn, YouTube, interactions, engagement, impact, third parties, outreach

This document is issued within the frame and for the purpose of the DRIVER project. This project has received funding from the European Union's Seventh Framework Programme (FP7/2007-2013) under Grant Agreement No. 607798

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Document History			
Version	**Date**	**Change editors**	**Changes**
1.0	01/05/2014	ARTTIC	First version to be submitted
1.1	06/01/2016	ARTTIC	Modified the structure of the deliverable to facilitate reading, included an in-depth analysis of the available data for the accounts that have been set-up, proposed ways for improvement to create a higher outreach and impact, added a reference section and cross references to other DRIVER deliverables
1.2	08/01/2016	ARTTIC	Rework the introduction, the executive summary, and the conclusion
1.3	12/01/2016	POLE	Peer-review and quality check
1.4	12/01/2016	ARTTIC	Integration of POLE's comments
1.5	19/01/2016	Q4PR	Peer-review and quality check
1.6	21/01/2016	ARTTIC	Revised version, post-internal review
1.7	25/02/2016	ARTTIC	Revised to take account of further Q4PR comments and final version formulated.
2.0	29/02/2016	ATOS	Quality check performed on this document

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List of Acronyms

Abbreviation / acronym	Description
FP7	7th EU Framework Programme
PMC	Project Management Committee
REA	Research Executive Agency
SMO	Social Media Optimisation

Project Description

DRIVER evaluates solutions in three key areas: civil society resilience, responder coordination as well as training and learning.

These solutions are evaluated using the DRIVER test-bed. Besides cost-effectiveness, DRIVER also considers societal impact and related regulatory frameworks and procedures. Evaluation results will be summarised in a roadmap for innovation in crisis management and societal resilience.

Finally, looking forward beyond the lifetime of the project, the benefits of DRIVER will materialize in enhanced crisis management practices, efficiency and through the DRIVER-promoted connection of existing networks.

DRIVER Step #1: Evaluation Framework

- Developing test-bed infrastructure and methodology to test and evaluate novel solutions, during the project and beyond. It provides guidelines on how to plan and perform experiments, as well as a framework for evaluation.
- Analysing regulatory frameworks and procedures relevant for the implementation of DRIVER-tested solutions including standardisation.
- Developing methodology for fostering societal values and avoiding negative side-effects to society as a whole from crisis management and societal resilience solutions.

DRIVER Step #2: Compiling and evaluating solutions

- Strengthening crisis communication and facilitating community engagement and self-organisation.
- Evaluating solutions for professional responders with a focus on improving the coordination of the response effort.
- Benefiting professionals across borders by sharing learning solutions, lessons learned and competencies.

DRIVER Step #3: Large scale experiments and demonstration

- Execution of large-scale experiments to integrate and evaluate crisis management solutions.
- Demonstrating improvements in enhanced crisis management practices and resilience through the DRIVER experiments.

DRIVER is a 54-months duration project co-funded by the European Commission Seventh Framework Programme (FP7/2007-2013) under grant agreement no. 607798.

Executive Summary

The present document is a deliverable of the DRIVER project, funded by the European Commission's **Research Executive Agency (REA), under its 7th EU Framework Programme for Research and Technological Development (FP7).**

Deliverable D74.3 addresses the work carried out under SP7- Impact and sustainability, and more precisely under WP74.1 – DRIVER public website, presenting the social media channels that have been set-up and administrated during the first twenty months of the project (May 2014 – early January 2016).

People are increasingly engaged with social related utilities/ technologies. Over half of all Internet users are "content creators"' who create websites or blogs, **share original media such as photos and videos, or remix content into new creations [1], while 61% of SMEs in Europe currently use social media [1]. To this end, DRIVER has embedded Social Media well in its electronic dissemination strategy and will develop a strong presence in Web 2.0 platforms for Social Networking. Social Media will be used extensively during the DRIVER project in order to share news and results of the project, as well as other related material with individuals participating in the Web 2.0 world. The appropriate combination of such communication mechanisms will be used for enhancing the** project's visibility **and** for informing the project's audience about interesting on**-going activities, events or publications.**

In general, the DRIVER social media strategy aims at:

- Sharing information produced by the project's members wit**h other members and external entities, and facilitating a two-way conversation with same**
- **Announcing important events**
- Enhancing the project's visibility
- **Attracting new researchers and industry representatives to follow the DRIVER Advancements**
- **Engaging with and keeping up-to-date about** other initiatives' by following their respective **social media accounts.**
- **Transferring knowledge from external entities into the DRIVER stakeholders by reproducing (cross-posting, retweeting, etc.) it via DRIVER**'s social media **accounts**

Project related social networks were available online, starting November 2014, and specific efforts are currently made to develop the project presence on LinkedIn, Twitter and YouTube. To date, on the one hand, the project Twitter account is followed by more than 200 followers, ranking fourth among all the related EU-funded projects (FP7) having started around the same time and having set-up similar account. On the second hand, the project LinkedIn account is ranked first among all the related EU-funded projects (FP7) having started around the same time and having set-up similar account, with 119 members.

Such numbers can reflect the project potential and legitimacy to become a reference in the field, however, it is to note that further efforts on the development of the project communities need to be made in the forthcoming project period.

This document contains the description of these activities and achievements to date. In order to complete the document, and to answer the comments received following the first review meeting, it also provides data analysis and information on the actual impact these dissemination actions have led to. Pictures of social media and analytical tools set-up and used within the period are included in the document to illustrate the information presented.

1 Introduction

The present document aims to provide an outline of the project social media set-up, presence and related impact.

One of the main objectives of the DRIVER project is to create a more shared understanding of crisis management across Europe and beyond. In order to contribute to this objective and more specifically generate interest in the project and engage with external stakeholders, three main social media accounts (namely on Twitter, LinkedIn and YouTube) have been created to date. Such media have been chosen given their massive use all over Europe and beyond, and therefore their ability to generate impact and create awareness about the project activities and outcomes. In addition to these three current media, other channels are also currently under consideration such as Facebook or ResearchGate.

This document is dividing into two main parts: the first one aims at providing a detailed description of the Twitter, LinkedIn and YouTube DRIVER accounts, including an in-depth analysis of the available data for the accounts, while the second part aims at proposing ways for improvement to create a higher outreach and impact.

2 Social media channels & analysis

In addition to the online presence represented by the DRIVER public website [1] the project has explored and used a number of "Web 2.0" or social medi**a channels. Social networking forums such as Twitter or LinkedIn to name a few are an effective and efficient way of (i) creating a sense of community with third parties and easily engage with them, (ii) reaching a new audience locally and globally, (iii) increasing project activities and results awareness and (iv) establish the project as a reference in the field and expand the network. Project related social networks were available online, starting November 2014, and specific efforts are currently made to develop the project presence on LinkedIn, Twitter and YouTube. However, further efforts on the development of the project communities will be made in the forthcoming project period.**

2.1 Twitter

2.1.1 Aims and objectives

Twitter is one of the main online tools to inform and engage with target audiences [4] and their respective communities. Building a community and/or being part of an already existing community is crucial for dissemination via social media platforms. Information about the latest updates on the website, new events, discussions and news has been and will continue to be provided via this channel. Via such platform, it is also easy for the third parties to engage with the DRIVER project, either by following, mentioning, retweeting or commenting on the tweets released through the account.

The name of the account is @DRIVER_PROJECT and a dedicated hashtag been created to facilitate the interactions with the followers (#DRIVER_PROJECT).

In addition to the DRIVER official account, an additional one has been created for the Innovation for Crisis Management (I4CM) events to be organized during the entire project lifetime, to build a specific sub-community, but also in the strategy to make the event sustainable after the end of the project lifetime. The name of the account is @14CM_DRIVER and a dedicated hashtag been created to facilitate and keep track of the interactions with the followers (#I4CM). It can be accessed by clicking here.

Figure 1: DRIVER Twitter account

Figure 2: I4CM Twitter account

2.1.2 Data analysis for the period

The data hereafter have been gathered for the DRIVER Twitter channel via Twitonomy, a Twitter analytics tool:

Reporting period	Nov. 21, 2014 - Jan. 06, 2016
Tweets	285
Followers	214
Retweets	187 (66%)
Retweets of our retweeted tweets	246 (score: 3.08)
Mentions	61 (score: 0.21)
Favored tweets	66 (23%)

Table 1: DRIVER Twitter – Reporting for the period

Looking at the above data we can conclude the following: after fourteen months we already have a follower base on Twitter of 214. This follower base is interested in what we have to say (indicating that we are in the process of positioning ourselves as an authority), which can be largely derived from the high percentage of retweets: 66% of our tweets are being retweeted. Then, the follower base of our followers have retweeted those tweets 246 times. This implies a factor 3.08 to the amount of retweets. We have been mentioned 61 times, and 23% of our tweets have been favoured, indicating the relevance of what we have to say.

Figure 3: Twitter – Tweets most retweeted

Apart from having 214 followers in less than fourteen months of activities it is even more interesting to see who these followers are, and if they are 'the right ones', meaning influencers from the target **au**diences we are trying to reach. Below we present an overview of DRIVER's ten most influential **followers (meaning they have the highest number of followers from the list). This selection shows that there is an interesting mix of many of our target audiences; NGOs, journalists, crisis management platforms, technology providers, etc.**

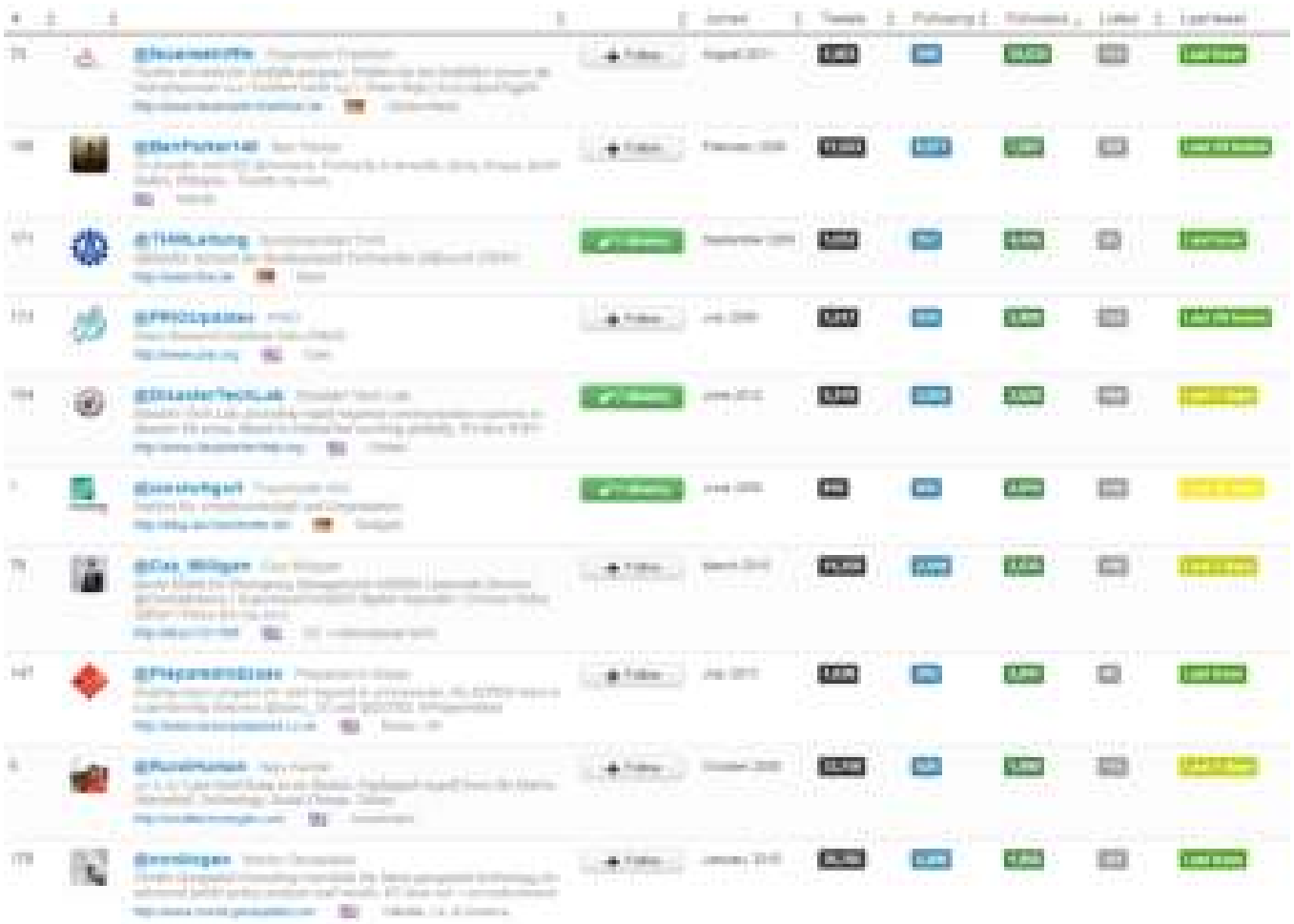

Figure 4: Twitter – 10 most influential followers

In addition to the above mentioned results, it is also interesting to see that the DRIVER Twitter account is followed by followers from all over Europe and beyond, as shows the graph hereafter:

Figure 5: Twitter - Followers geographical repartition

2.1.2.1 Data comparison with related FP7 projects (starting in 2014) possessing a Twitter account

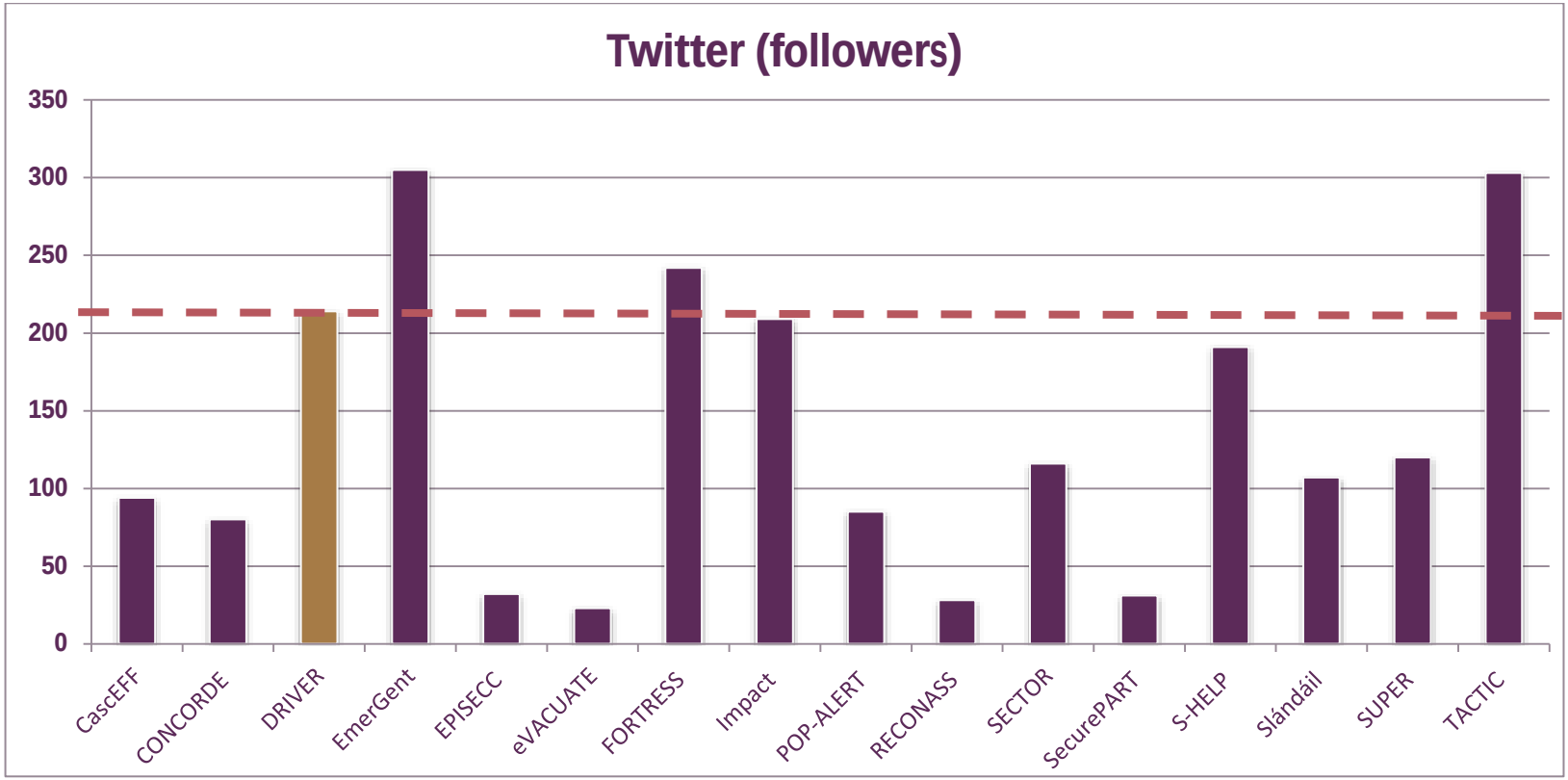

Figure 6: Twitter comparative study with related EU-funded projects

This analysis shows that among all the related EU-funded projects (FP7) having started around the same time and having set-up similar account, DRIVER is ranked fourth in terms of number of followers on Twitter.

The results of such comparative analysis are promising especially considering the fact that the project is only in its second period, however, a large room for improvement is left and ways to proceed are described hereafter (see section 3).

2.2 LinkedIn

2.2.1 Aims and objectives

As an important social network for professionals, LinkedIn is the space for discussions between like-minded professionals. LinkedIn is one of the best solutions to build relationships with professionals, including regional organisations. Unlike traditional media vehicles, LinkedIn was first designed in an attempt to socially engage with peers. Once published on LinkedIn, the content and experiences should reach specific audiences with relevant messages.

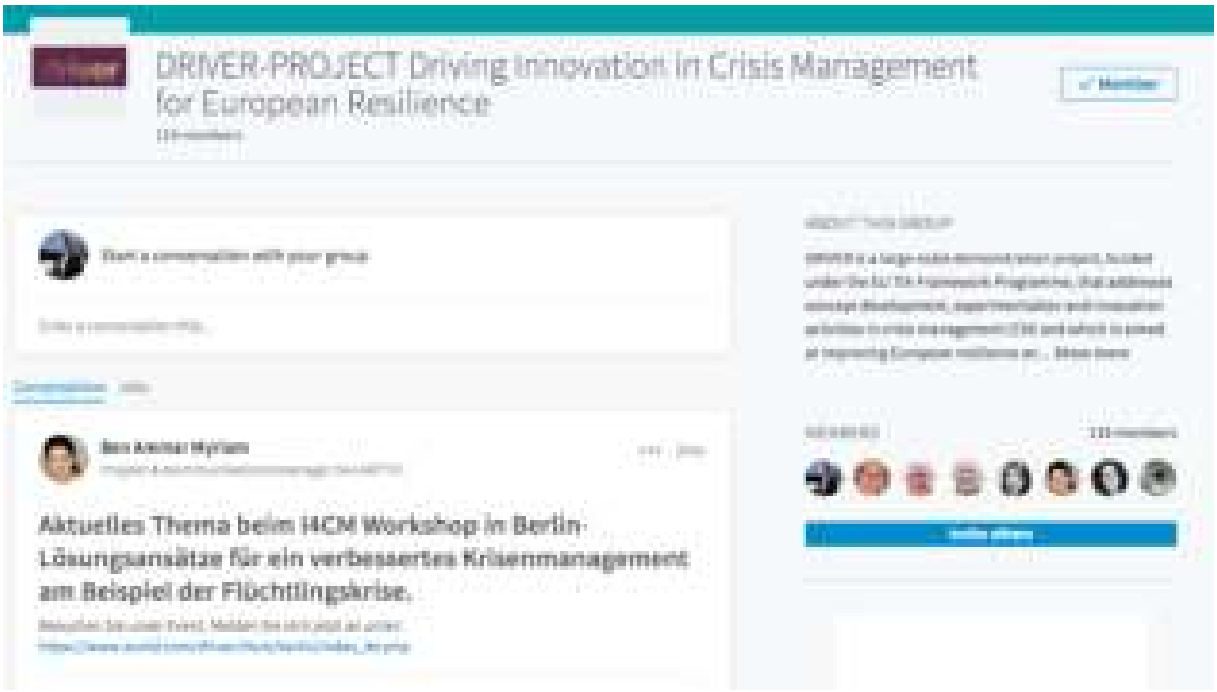

Figure 7: LinkedIn account

2.2.2 Data analysis for the period

The DRIVER LinkedIn profile was created in November 2014 and now has, at the time of writing, 119 members and around 24 posts, mainly relaying news on events in the field.

However, as the project technical activities are now fully on track more and more outcomes are made available, the dissemination team will broaden the nature of the posts to make sure the results are made available to the largest audience and therefore increase the LinkedIn members' interest in **subscribing to receive adequate inputs.**

2.2.2.1 Data comparison with related FP7 projects (starting in 2014) possessing a LinkedIn account

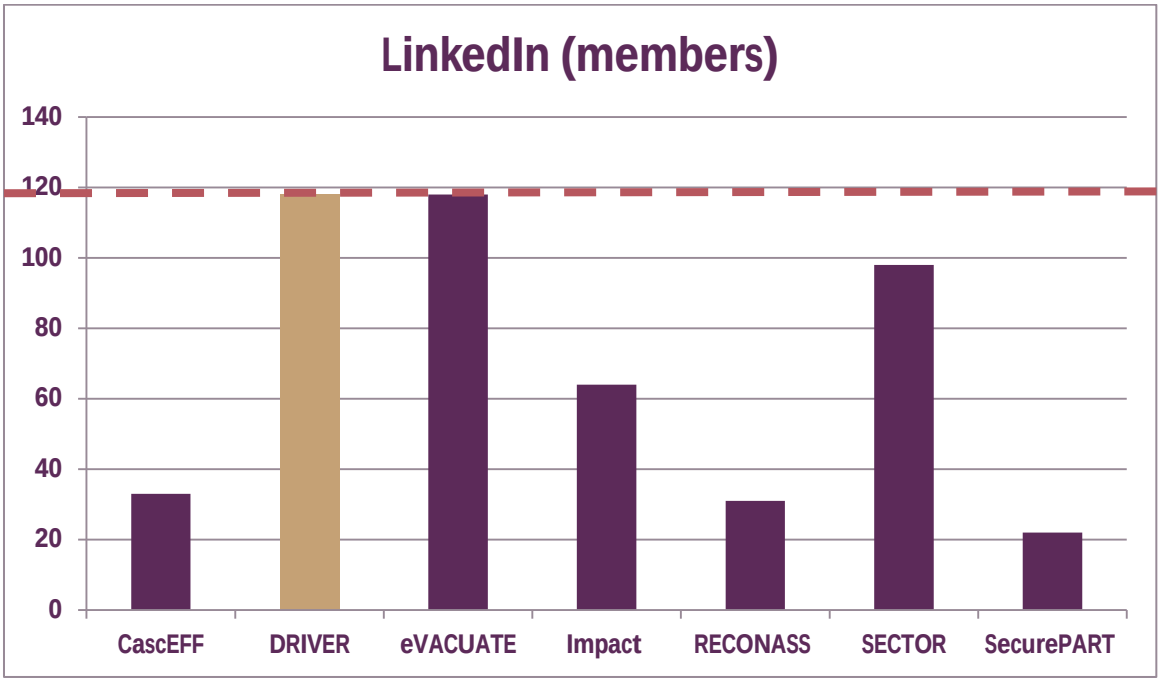

Figure 8: LinkedIn comparative study with related EU-funded projects

This analysis shows that among all the related EU-funded projects (FP7) having started around the same time and having set-up similar account, DRIVER is ranked first in terms of number of LinkedIn members.

2.3 YouTube

2.3.1 Aims and objectives

The DRIVER YouTube channel already contains 13 videos, but mainly being proceedings from the first edition of the Innovation for Crisis Management workshop (I4CM), which took place in Marseille (France) on May 26-27, 2015.

The dissemination team will produce more video materials in order to have an attractive audio-visual dissemination channel that can be used on the website, at trade fairs and exhibitions and in presentations.

In order to explain and illustrate the DRIVER aims and ambitions as well as the underlying approach, a project animated video trailer is currently elaborated. This is to explain the somewhat complex undertakings to the widest possible audience. In addition, an I4CM video trailer is also in the process of creation to better promote the events in general and create awareness. Both of these materials will be uploaded when finalised and approved by the PMC.

Finally, several videos will be created to support the Experiments taking place through the project and will be made available via the platform.

2.3.2 Data analysis for the period

The following data analysis for the DRIVER YouTube channel has been gathered:

Reporting period	Nov. 21, 2014 - Jan. 06, 2016
Videos	13
Average number of views	13,4
Average viewing time	2.25 minutes

Table 2: YouTube – reporting for the period

3 Way forward

3.1 Ways for improvement and best practices to be respected

1. The project community manager will use social media dashboard applications such as Tweetadder/Hootsuite/Buffer/Feedly to curate information from influencers, schedule posts and better manage the project social media channels.

2. He/she will also use LinkedIn/Twitter/YouTube analytics tools on a regular basis to monitor activities and improve Social Media Optimisation (SMO) and therefore the project impact.

3. As social media are based on relationships and online conversations, a bigger focus will be made in quoting other people/profiles to boost the engagement rate and thus, the project reputation.

4. The project community manager will benchmark (and follow) influencers, the topic of the project, similar initiatives, related hashtags, on a regular basis.

5. A bigger focus on the message and technical content will be made.

6. A core effort will be made to improve the YouTube channel and attract viewers, by customizing it, uploading relevant videos produced during the project lifetime and promoting them through the other communication channels (i.e. website, Twitter, LinkedIn, etc.)

7. All DRIVER partners will be asked to:
    - Join the DRIVER LinkedIn group
    - Follow the DRIVER twitter account
    - Actively participate in either posting LinkedIn news or tweeting about the project

3.2 Expected impacts

- 1000 Twitter followers by the end of the project
- At least 3 tweets/retweets posted/week
- 400 LinkedIn members by the end of the project
- At least 1 LinkedIn post published/week
- Improvement in content quality and continuity
- General project video trailer uploaded onto the YouTube account and widely promoted
- I4CM event promotional trailer uploaded onto the YouTube account and widely promoted

3.3 Other social media channels to be considered

Other Social Media platforms that are being considered (depending on further requirements for dissemination, as they evolve) are Facebook (As one in seven people on the planet are active on the platform, it is impossible to ignore), Storify or Periscope (for live coverage of events) and ResearchGate (to better reach such community).

4 Conclusion

Social media activities help increase the project impact and foster networking and clustering between multidisciplinary experts. Therefore, the DRIVER project uses social media to share relevant news as widely as possible and engage with all identified target groups in Europe and beyond. The project online community development will leverage interactions with already existing communities, thus legitimating DRIVER in the field.

In this deliverable D74.3 – Set-up of DRIVER in Internet based social media, the social media activities of the DRIVER project over the first year and a half of its duration have been reviewed. Highlights of this 'live' deliverable include the fact **that over the first eighteen months of its operation, the project has created social media accounts on Twitter, LinkedIn and YouTube.**

One of the main highlights is that, following comparative studies with ongoing EU- related initiatives that have started the same year, the DRIVER Twitter and LinkedIn accounts rank among the first positions in terms of outreach. Such promising results reflect the high possibility of DRIVER to engage with key stakeholders and federate around the crisis management topic, however additional and deep efforts still remain to be made in the near future to make a bigger impact.

Perhaps more importantly, the data analyses provided in the above section show that improvements still need to be made, to make the most of these tools and effectively generate the highest possible impact.

As the activities are going on and more results are made available, the dissemination team will therefore focus in promoting more technical content provided by the other SPs and increase its efforts in programming more posts/tweets/interactive materials to relay the information and make sure all target stakeholders are aware of the project results. The idea behind this is that the partners believe that the communications approach must be joined up and integrated. Therefore, what gets shared on social media must reflect the content going out on more traditional platforms, also ensuring consistency of message and discipline in dissemination at large.

5 References

[1] Lenhart, A. and Madden, M., 2005. Teen content creators and consumers. Pew Internet & American Life Project. Available at: http://www.pewInternet.org/PPF/r/166/report_display.asp Accessed: 2011.10.21.

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Annex 1 - Social Media Guidelines (as of June 29, 2014)

Driving Innovation in Crisis Management for European Resilience

DRIVER guidelines for the use of social media

Restricted to the consortium

Grant agreement number:	**607798**
Start date of the project:	**2014-05-01**
Duration:	**54 months**
Date of document:	**29.06.2015**

Lead Beneficiary: ARTTIC

Keywords:
LinkedIn, twitter, YouTube, Impact, Sustainability

Release Number	Release date	Released by
Final		M. Ben Ammar (ARTTIC)

Document abstract:

This document is intended to provide guidelines for the use of social media with view to raising interest in the project and establishing a dialogue with end-users. It also provides information on the procedures and the responsibilities of the partners in charge of managing DRIVER's social **media channels.**

Executive Summary

One of the main objectives of the DRIVER project is to create a more shared understanding of crisis management across Europe. In order to contribute to this objective and more specifically generate interest in the project and engage with external stakeholders, a dedicated DRIVER Twitter and LinkedIn account were set up in November 2014.

LinkedIn

LinkedIn is a professional social media network that is in particular used for career and professional networking purposes and many organisations and projects have their own LinkedIn account. The DRIVER LinkedIn group likewise has its own homepage and discussion forum in order to engage with external stakeholders.

Information about upcoming events, open calls, experimentations, newsletters or other DRIVER activities will be shared with the LinkedIn group members. Furthermore, at least every month, discussion topics will be launched within the group to promote discussions, with higher frequencies if considered relevant. The impact of this dissemination activity will be assessed by monitoring the number of followers and the responses to the discussion topics. The LinkedIn account will be linked to the DRIVER Twitter and YouTube accounts and vice-versa to maximise impact.

Twitter

The main purpose of the DRIVER Twitter account is to disseminate messages widely about project activities by virtue of its unique networking potential, thereby raising its visibility, and to engage with external stakeholders with the aim of encouraging them to join the DRIVER community.

Information about DRIVER public events and experimentation campaigns will be shared with followers on Twitter. Where appropriate, a dedicated Twitter account will be set up to invite participants to follow up news about an event or experiment and to actively tweet or re-tweet during and after the event. All events and experiments will be followed up on Twitter (providing additional messages and documents). Furthermore, information that has already been approved e.g. new events, newsletters, information about DRIVER partners' participation in third party events, public **information in the field of CM, etc., will be shared. Other information considered to be confidential requires prior approval by the DRIVER social media team (ARTTIC, ATOS and FHG-INT). A biography will be added to the DRIVER profile page in order to target more followers.**

All DRIVER tweets will be public. At least 3 tweets a week will be published, including re-tweets or exchanges with external stakeholders. The number of tweets and followers will be closely monitored and evaluated. All DRIVER partners are encouraged to share real-time information by using the hashtag #DRIVER_PROJECT in their tweets. In addition DRIVER partners can mention DRIVER in their tweets by using @DRIVER_PROJECT.

In order to stimulate discussions and raise interest in the project, certain elements have to be taken into account when publishing news on Twitter and LinkedIn such as to:

- **Ask open questions**
- Ask for peoples' feedback

- **Provide messages that are focused to an external audience**
- **Use a straightforward practical writing style and no jargon**
- Avoid "project-only "information (e.g. information not yet agreed for external dissemination, "internal language", acronyms, etc.)
- **Publish on relevant and current topics**
- **Add pictures and links to videos if possible**

All partners will strongly be encouraged to consider these elements when using social media and follow the DRIVER guidelines for the use of social media. ARTTIC and ATOS will actively follow up this use.

In order to further improve the visibility of the DRIVER project, a YouTube channel will be set up to upload relevant videos of events, experiments, DRIVER partners' participation in events and other **activities. These videos will be linked to the DRIVER Twitter and LinkedIn accounts and will be used for the preparation of other dissemination materials.**

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1 LinkedIn

The DRIVER LinkedIn account- https://www.linkedin.com/grp/home?gid=8161096 was created in November 2014 and had, at the date of preparation of this strategy document, 83 members of which 52% were DRIVER partners and 48% external stakeholders (see Annex). LinkedIn is a social media network that is in particular used for professional networking and career purposes. LinkedIn is branded as "the place to find and be found". One way **to expand the LinkedIn network is by joining a group. DRIVER has therefore created its own discussion forum in order to engage with external stakeholders.**

1.1 Main purpose of the DRIVER LinkedIn group

As DRIVER does not seek to recruit via LinkedIn the main objectives of the DRIVER LinkedIn group are to raise awareness, increase the visibility of the DRIVER project and engage with external stakeholders. As LinkedIn is a professional network the project seeks in particular to target crisis management practitioners and invite them to join the DRIVER community. Moreover, one of the objectives of the DRIVER LinkedIn discussion group is to establish a dialogue in order to obtain valuable feedback on the DRIVER test-bed and the portfolio of emerging solutions, thereby supporting market uptake of the solutions and contributing to the creation of a more shared understanding of crisis management in Europe.

When engaging with external stakeholders via LinkedIn quality prevails over quantity.

Communication has to take place at the right time and needs to address the right target audience.

In order to stimulate discussions certain elements need to be taken into account when adding information to the LinkedIn group, e.g. to:

- **Launch interesting discussions**
  - **Ask open questions to stimulate discussions**
  - **Follow comments of your contributors and answer them in a timely fashion**
  - Ask for peoples' feedback
- **Provide messages that are focused towards an external audience**
  - **Do not just share articles- provide your opinion and involve people**
    - **Invite them to reply**
    - **Invite them to visit a link to register (to the Community, to an event etc.)**
- **Choose your titles and first sentences wisely as LinkedIn only shows the first part of a contribution**
- **Check accuracy and grammar, spelling, sentence and paragraph structures**
- **Use a straightforward practical writing style and no jargon**

1.2 Roles and responsibilities

Group owner

The owner is the DRIVER Coordinator - ATOS. The owner holds all rights and permissions for the group, such as to:

- **moderate messages**
- **remove messages**
- **decide on membership**
- **delete a group**

Group manager

The Group manager has the same access to the group as the owner except they cannot close or transfer ownership of the group. ATOS and ARTTIC will be the Group Manager for the DRIVER LinkedIn Group. ARTTIC will provide monitoring and input to ensure consistency with the overall SP7 strategy and package content produced in other SP7 work packages, and will participate in updating the social media. FHG-INT will additionally contribute to the content.

Open or members-only group discussions

Members-only group discussions can only be seen by other group members. Open group discussions can be seen by anyone on the web and can be shared on other social networking platforms. The DRIVER group will be members-only. This means in practice that only approved group members can participate in the group discussions.

1.3 Procedures and type of information to be shared

Information about events, newsletters, open call..

Whenever there is a news item to report such as an upcoming event this information will be shared with the DRIVER LinkedIn group. Information should be shared in such a way that external stakeholders quickly understand the information and are invited to register to the event. Hence the news item should include a hyperlink to corresponding websites (see Figure 2) and to obtain further information if appropriate. ATOS and ARTTIC will be responsible for adding this type of information.

Figure 9: Example of LinkedIn group message including a link to obtain additional information

Questions to stimulate discussion and engage with external stakeholders

In order to engage in an active debate with external stakeholders and obtain their feedback on matters of relevance to the project, open questions will be raised and posted to the group. These questions will generally be based on materials originating from the SPs. ATOS will take the lead on this task and will prepare proposals for questions to be raised in the DRIVER LinkedIn group and send them for approval to FHG-INT (Merle Missoweit) and ARTTIC including the reason for asking the question. The e-mail driver-socialmedia@atosresearch.eu will be used for this purpose.

Further to this approach, SP7's contact points will be encouraged to actively contribute providing **suggestions for open questions if they feel the need to get external feedback on certain topics.**

In addition ARTTIC and FHG-INT will make proposals for questions to be asked to the DRIVER LinkedIn group.

Frequency

An open question to stimulate group interaction and feedback should be raised on the LinkedIn page at least every month with higher frequencies if considered appropriate. In addition news items will be posted to the group whenever there is information to be shared with external stakeholders.

Links

The DRIVER LinkedIn account will be linked to the DRIVER Twitter account to improve the visibility of the project and increase the number of followers.

1.4 Monitoring & Evaluation

In order to ensure that the impact of LinkedIn is assessed properly the number of followers on LinkedIn and the response to questions in the group will be closely monitored. This task will be under the main responsibility of ATOS who will share the information with ARTTIC. ARTTIC will use this information to revise the strategy and if relevant update it.

2 Twitter

Twitter is a real-time social media and information network that enables users to send and read "tweets", which are te**xt messages limited to 140 characters.**
Twitter is immediate in effect and needs to be constantly updated and to remain engaging which necessitates a systematic follow-up, "re**-**tweeting", providing comments, etc.

The DRIVER Twitter account- https://twitter.com/DRIVER_PROJECT has been active since November 2014 and, at the time of preparation of this document, had 125 followers (see Annex). Users principally comprise crisis management practitioners, service providers, stakeholders from industry, academia, European and national institutions and governmental institutions as well as other EU projects from various countries.

Membership to the DRIVER Twitter account is not restricted and anyone can become a follower. DRIVER is itself currently following the following Twitter accounts:

People	Organisation/Role
Josine van de Ven	TNO
J. Peter Burgess	PRIO
Hara Caracostas	EOS
José Luis Benito	GMV
Marcel van Berlo	TNO
Adrien Mangiavillano	Pole Risques
Adam Widera	WWU
Jean-Michel Dumaz	Pole Risques
Gerald Czech	Red Cross
Christos Stylianides	European Commissioner for Humanitarian Aid and Crisis Management

Organisations
ARTTIC
CIES
Pole Risques
Austrian Red Cross
DIN Innovation
PSCE
Bundesanstalt THW
MSB
TNO
PRIO
EOS
European Commission
RedCross EU
UNISDR
FOI
Fraunhofer IAO
EU Humanitarian Aid
UN Development

ICRC
UNOCHA
EU External Action
EuropeAid

Projects & networks
Horizon2020
I4CM_DRIVER
CascEff project
InfraRisk project
Crisis Simulation project
CRISMA project
FORTRESS project
TACTIC_EU project
EvoCS project
Secretariat TIEMS
INTACT project
Security Delta (HSD)
COSMIC project
ISCRAM
LuekexInfo
Security Europe
Reliefweb
ERCIS
AlertNet

As the project further develops, the social media team (ARTTIC and ATOS) will continue to update the list of followers to better meet the needs of the DRIVER partners and the objectives of the project. Recommendations provided via Twitter of people, organisations and projects to follow will be considered and evaluated in terms of their impact. As well as following relevant organisations and officials, the account will follow relevant journalists and news twitter accounts for example.

2.1 Main purpose of the DRIVER twitter account

Twitter is very suited to engaging with followers for networking purposes and for promoting a business and or a project, and many diverse types of organisations use Twitter as part of their communications strategy due to its ability to rapidly spread and magnify a message.

The main objectives of the DRIVER Twitter account will be on the one hand to inform followers about the evolution of activities within the project, thereby raising its visibility and, on the other, to engage

with external stakeholders to create a dialogue and to obtain valuable and continuous feedback on the DRIVER solutions, experiments, etc.

A further central aim of the DRIVER Twitter account is to encourage stakeholders to join the DRIVER community.

When writing tweets for an external audience certain elements should be taken into account:

- **Always write short messages (140 characters only including links)**
- **If your link is too long you can shorten it by using tiny URL or** http://t.co
- **Publish information that will be of interest to external stakeholders**
    - Avoid project "internal information" (internal language,, acronyms, jargon)
    - Avoid messages such as: "xyz project included in DRIVER website!" which are not of **interest to external stakeholders**
    - **Tweet about relevant and current topics**
- **Follow up other accounts and post to their threads (@) or mention them (#ff)**
- **Add pictures and links to videos wherever possible (see Figure 2)**
- **Ask open questions to stimulate discussions**
- **Respond to other tweets**
- **Be authentic and professional**
- **Tag people/ organisations in posts when possible to increase the reach of the post and raise awareness of the projecr**

Figure 10: Example of a tweet including a picture

To support the abovementioned objectives and in particular to increase the visibility of the DRIVER profile, a short summary of the DRIVER project will be added to the DRIVER Twitter account

2.2 Roles & responsibilities

Group owner

The owners are the Coordinator- ATOS and ARTTIC. The owners have all rights on the group, such as the ability to:

- **moderate messages**
- **remove messages**
- **publish tweets**
- **reply to followers**

Group manager

ATOS, ARTTIC and FHG-INT (Merle Missoweit) are managers of the Twitter account and have full access rights. All parties will regularly update the account whilst ATOS will have the main responsibility to regularly publish and /or re-tweet information.

2.3 Procedures & type of information to be shared

All DRIVER tweets will be public.

The following types of tweets should be shared with the public

A) Information about DRIVER public events and experiments

B) Other type of information

- **Information about ongoing DRIVER activities approved by ARTTIC - SP7 leader**
- Information regarding DRIVER partners' participation at events, conferences or publications
- **Public information that may be of interest to the DRIVER partners such as third party conference announcements and information in the field of crisis management**
- **News articles about civil society resilience and crisis management, to include informed comment from DRIVER**

ARTTIC, ATOS and FHG-INT are responsible for publishing tweets, re-tweeting information and exchange with followers as required. Automatic re-tweeting software such as https://ifttt.com/ will be used to increase the flow of re-tweets. In addition Twitter alerts of specific organisations, e.g. the Red Cross/Red Crescent will be activated to follow up on any ongoing crisis (https://about.twitter.com/products/alerts/participating-organizations).

If partners wish to share real-time information they should use the hashtag #DRIVER_CrisisManagement in their tweets.

If a DRIVER partner wishes to include a tweet on the DRIVER account they should send an e-mail to driver-socialmedia@atosresearch.eu asking to publish the tweet

All DRIVER partners can mention DRIVER in their tweets by using @DRIVER_PROJECT; an alert will be send to driver-socialmedia@atosresearch.eu who will retweet the information on the DRIVER account.

A) Information about DRIVER public events and experiments

Whenever an event and/or experiment is organised details about it will be communicated via Twitter. Specific hashtags will the created whenever necessary (#EXPE42 for example).

To increase DRIVER's visibility videos and pictures of the event o**r activity will be shared on Twitter where available.**

Prior to an event/experiment the hashtag #DRIVER_CrisisManagement will be communicated to the participants in order to share information in real time.

B) Other type of information

Information regarding DRIVER partners' participation at events, conferences or publications, public **information, etc., will be published by ATOS and ARTTIC supported by FHG-INT (Merle Missoweit) whenever such type of information arises. ATOS has the primary responsibility for this task.**

All DRIVER partners that wish to publish this kind of information can mention DRIVER in their tweets by using @DRIVER_PROJECT, an alert will be send to driver-socialmedia@atosresearch.eu who will retweet the information on the DRIVER account.

C) Confidential information

Any type of foreground information not belonging to category A or B such as information about DRIVER technical results will be considered as confidential information. This type of information needs prior approval by ARTTIC and ATOS as well as the GA as specified in the DRIVER communication rules. Partners who wish to publish such information should send an email to driver-socialmedia@atosresearch.eu with the relevant details.

Frequency

At least 1 tweet will be published per day, plus re-tweets and/or the exchange with external stakeholders.

2.4 Monitoring & Evaluation

In order to ensure that the impact Twitter is assessed properly the number of followers on twitter and re-tweets will be closely monitored. This task will be under the main responsibility of ATOS who will share the information with ARTTIC. ARTTIC will use the information to revise the strategy and if relevant update it.

3 YouTube

YouTube allows billions of people to discover watch and share originally-created videos. YouTube provides a forum for people to connect, inform, and inspire others across the globe and acts as a distribution platform for original content creators and advertisers. A YouTube channel is an effective means to increase SEO (Search engine optimisation) results on Google.

3.1 Main purpose of the DRIVER YouTube channel

The main purpose of the DRIVER YouTube channel will be to increase the visibility of the DRIVER project by uploading relevant videos of events, experiments, DRIVER partners' participation at third **party events andother activities. These videos will be linked to the DRIVER Twitter and LinkedIn accounts.**

3.2 Roles & responsibilities

Group owner

The owners are the Coordinator - ATOS and ARTTIC. The owners have all rights on the channel, such as to:

- **Upload videos**
- **Delete inappropriate messages**
- **Reply to messages**

Group manager

ATOS and ARTTIC are managers of the YouTube account and have access rights. Both parties will be in charge of regularly updating the account and uploading videos as well as linking them to the DRIVER LinkedIn and Twitter accounts.

3.3 Procedures & type of information to be shared

Videos containing information about events, experiments, training, and participants' participation to **third party events will be uploaded to YouTube. All videos are to l be sent to driver-socialmedia@atosresearch.eu for prior approval.**

Frequency

Whenever a suitable video is available it will be added to YouTube.

3.4 Monitoring & Evaluation

In order to ensure that the impact of YouTube is assessed properly the amount of clicks (likes) to videos will be monitored. This task will be under the main responsibility of ATOS who will share the information with ARTTIC. ARTTIC will use the information to revise the strategy and if relevant update it.

Annex

3.5 LinkedIn followers (DRIVER partners)(as of date of this document)

Person	Profile	Organisation	Country
Myriam Ben Ammar	Project Manager	ARTTIC	Germany
Astrid Janssen	Business Consultant	Geodan	The Netherlands
Andrzej Adamczyk	Managing Consultant	ITTI	Poland
Marcel van Berlo	Business developer	TNO	The Netherlands
José Luis Sevillano Palacios	ARI Senior Researcher	ATOS	Spain
Fernando Kraus	Sector Manager	ATOS	Spain
Jaime Martin Perez	Research Project Manager	ATOS	Spain
Jorge Rodriguez Edroso	R&D Project Manager	ATOS	Spain
Anne Duquenne	Project Manager	PRIO	Norway
Adam Widera	Managing Director	University of Münster	Germany
Isabelle Frech	Project Manager	FHG-INT	Germany
Julia Zillies	Research Associate	German Aerospace Center- DLR	Germany
Adrien Mangiavillano	R&T Safety and Security	Pole Risques	France
Jasmin Pielorz	Scientist	AIT	Austria
Alice Clemenceau	Chargé de mission projets européens	Pole Risques	France
Tomas Ljunglund	Educationalist	MSB	Sweden
Merle Missoweit	Head of Unit International R&T management	FHG-INT	Germany
Laura Birkman	Senior Consultant	Ecorys	The Netherlands
Andreas Horndahl	Research Engineer	FOI	Sweden
Miguel Angel Esbri	Project Manager	ATOS	Spain
Robert Forsgren	Senior Software Engineer	FOI	Sweden
Jenny Iao-	Programme Manager	MSB/Lund	Sweden

Person	Profile	Organisation	Country
Joergensen		University	
Todor Tagarev	Professor	CSDM	Bulgaria
Cecilie Dinesen	Project Manager	IFRC	Denmark
Richard Serino	Visiting Fellow	Harvard School of Public Health/ Former FEMA	US
Richard Moore	Project Manager	ARTTIC	UK
Raul Sevilla Gonzalez	Senior developer	ATOS	Spain
Jorse Kerstholt	Senior scientist	TNO	The Netherlands
Jean-Michel Dumaz	Consultant for Innovation	Pole Risques	France
Klaudia Tani	Crisis Management Project Manager	EOS	Belgium
Guillaume Lapeyre	Project Adviser	REA	Belgium
Tanja Stahle	Course Manager	MSB	Sweden
Christian Kloyber	Project Coordinator	Austrian Red Cross	Austria
Inon Moshkowitz	EU Projects & Disaster Management	Magen David Adom	Israel
Willy Wendt	Scientist	FHG-IAO	Germany
René Lindner	Project Manager	DIN	Germany
Peter MacDonagh	Research Consultant	Q4PR	Ireland
David Karikas	Project Manager	British Red Cross	UK
Covadonga Morales Bertrand	Researcher	PRIO	UK
Klaudia Tani	Crisis Management Project Manager	EOS	Belgium

3.6 LinkedIn followers (Non-DRIVER partners) (as of date of this document)

Person	Profile	Organisation	Country
France	Médecin Commandant	SPP	
Ignacio Llamas	Research Projects Manager	ATOS	Spain
Manfred Blaha	Technology Adviser	Ministry of	Austria

Person	Profile	Organisation	Country
		Interior	
Anne Marie Barthe-Delanoe	Research Engineer	Armines	France
Nicolet Theunissen	Scientist & Entrepreneur	Future Life Research	The Netherlands
Vesselin Petkov	Director Outreach	Procon Ltd.	Bulgaria
Eelco H.Dystra	Executive Chairman	DIEM	The Netherlands
Alejandro Barrio	Analyst	ATOS	Spain
Thomas Van´t wout	Business Consultant	E-Semble	The Netherlands
Geert De Cubber	Head of Research Activities	Unmanned Vehicle Centre at Royal Military Acacemy	Belgium
Scott Davies	Research & Policy Professional	British Red Cross	UK
Juan Sanchez Dias	Professor	Universidad Politecnica de Valencia	Spain
Helena Wiklund	Educational Technologist	MSB	Sweden
Chirara Fonio	Contractual Agent	JRC	Italy
Uberto Delprato	CEO	IES Solutions	Italy
Georgios Kolliarakis	Security & Strategic Studies Research Fellow	University of Frankfurt	Germany
Gary Doyle	/	/	Ireland
Sonia C.	Billingual Executive Assistant	CERN	France
Kieran Dalton	Consultant	DALTOKI	Ireland
Elvira Santiago Gómez	Postdoctoral Researcher	CSCIC	Spain
Patrick Drews	Researching Scientist	University of Stuttgart	Germany
Krister Arnell	Senior Management Consultant	Centric Labs AB	Sweden
Martin van Schaik	Scientific Researcher	TNO	The Netherlands
Katherine Lamb	Station Manager	Oxfordshire Fire & Rescue Service	UK
Hugo Maia	Software Engineer Manager	Edisoft	Portugal
Andand V	Research Fellow	University of Greenwich	UK

Person	Profile	Organisation	Country
Bas Slutter	/	Bas Slutter, Gemeente Oegstgeest	The Netherlands
Lance Rütimann	Senior Manager	Siemens Switzerland	Switzerland
Neil Hillyard	Senior People and Learning Manager	British Red Cross	UK
Marco Giuseppe Beozzi	Senior Risk Manager & Crisis Manager	Freelance	Switzerland
Albino Tavares	Coronel	Guarda Nacional Republicana	Spain
Jim Davies	Strategic Support Manager	Oxfordshire Fire & Rescue Service	UK
Alessandro Niglia	Program Manager for Inrernational & European Affairs	NATO Energy Security Centre of Excellence	UK
Eilidh Little	Project Finance Officer	British Red Cross	UK
Fabien Jaffre	Student Red Cross Deputy Regional Director & Regional Board Member	Croix Rouge Francaise	France
Martin Hammitzsch	Software Architect	GFZ- German Research Center for Geosciences	Germany
Aimee Feeney	Youth Leadership Team Secretary	British Red Cross	UK
Sean Larkins	Chief	Detroit Fire Department	US
Jose Manuel Rábade Roca	Investigador	Ayuntamiento Madrid	Spain
Markus Moroff	Geschäftsführer	/	Germany
Jyri Silmäri	Recue Chief	South Savo Regional Fire Service	Finland

3.7 Twitter account followers (as of date of this document)

Person	Profile	Organisation	Country
Iratxe Gomez	Co-chair of the EENA Operations	Atos	Spain

Person	Profile	Organisation	Country
Susaeta	Committee		
emilgre2013			
Alex Benedict	Humanitarian policy	British Red Cross	UK
Jordi Vendrell	Fire weather	Pau Costa Foundation	Spain
Sonja Grigoleit	Researcher	Fraunhofer Institute for Technological Trend Analysis INT	Germany
Jim Davies	Station Commander, Oxforshire Fire & Rescue Service. Secretary of CFOA National Command & Control User Group. Creator of Introspect Assesemt Model	Oxforshire Fire & Rescue Service	UK
BYTE EU project	BYTE EU project is Big data roadmap and cross-disciplinarY community for addressing socieTal Externalities research project funded by the FP7 framework		
Kush Wadhwa			UK
Tycrith			France
Wolf Hoeller	Disaster Relief	Austrian Red Cross	Austria
COBACORE Project	'Community Based Comprehensive Recovery' An EU FP7 research project on needs assessment and recovery after large-scale disasters		
Ben Parker	Co-founder and CEO	IRIN News	Switzerland
Conor Woods	Programmer	Spatialest (maps to better visualize, understand & explain things. Innovative Appraisal Software)	UK
Holger	PhD student	Institute for	Germany

Person	Profile	Organisation	Country
		Geoinformatics	
François Charoy	Professor	Université de Lorraine, Inria, TELECOM Nancy	France
Cobacore Updates			
CrisisLab	Utilizziamo i social media e le nuove tecnologie per innovare la comunicazione del rischio e rendere le comunità più informate e resilienti	Crisis Lab	Italy
cristina leone	Engineer, Innovation advisor to the EC, Founder/Co-Chair SERIT (SEcurity Research in ITaly)		Italy
chatelus c			France
Thomas Van't wout	Simulation et Serious Games pour les professionnels de l'urgence	E-Semble France	France
Nick Naber	Specialist risico's en veiligheid brandweer Flevoland / brandrisicoprofiel / infographics / kaarten / Almere / architectuur		Netherlands
Frank Fiedrich			
SECTOR-eu	Secure European Common Information Space for the Interoperability of first responders and police authorities EU FP7 Project		
Christophe DEBRAY	Chef du Centre Opérationnel de Zone sud	Centre Opérationnel de Zone sud	
Reinhard Nedela	Computing		Germany
Anders Lönnermark	Researcher on crisis and disaster management	Trilateral Research & Consulting	UK
Kim Hagen			
Jan Wiebe Land	Sectordirecteur Brandweer en Rampenbestrijding gemeente Heerhugowaard. Commandant Brandweer Heerhugowaard,		Netherlands

Person	Profile	Organisation	Country
	Langedijk en Schermer		
DIN Innovation		DIN	Germany
X vier	Managing public-private projects in crisis and emergency management through consulting and supporting software tools		Belgium
BELIER Santé	Conseil en santé au travail, management, organisation. Expertise en haute fiabilité, professions de santé, sécurité civile, et métiers de l' urgence.	BELIER Santé	France
strina arnaud	PhD student in italian civil protection. Officer French Fire & Rescue Service. Instructor French Red Cross. Private 1cl. at Military reserve		France
Jose Lorenzo Mon			
Reinhard Nedela			
IES Solutions	Solutions, software, research and applications on Environment, Security and Social Media	IES Solutions	Italy, UK
Misse Wester			
Elizabeth Haddad			
Ruth Ranson		Q4 Public Relations	Ireland
SI VIS PACEM	Gestion des risques et menaces : Sûreté - Sécurité - HSE - Urgences	Si Vis Pacem	France
Vincent Oskam	Business Intelligence Brandweer Rotterdam-Rijnmond. Afgestudeerd rampenbestrijding bij overstromingen. Risico- & Crisiscommunicatie, ICT, (Q) GIS.		Netherlands
David Lund	Head of R&D, HW Communications & President, Public Safety Communication Europe Forum	HW Communication	UK
Caz Milligan	Social Media for Emergency Management & Law Enforcement | Director at Crest Advisory | EOC Public Information | Former	Crest Advisory	New Zealand

Person	Profile	Organisation	Country
	Police Officer |		
Jose Insenser (Tech)	Aerospace Engineer, PMP, PDD. Working in Research and Innovation. Focus on People, Technology and Work, i.e. Cognitive Systems Engineering	Airbus Defence and Space	Spain
Eileen Murphy	Researcher active in the areas of bordering practices, STS, RRI, and societal security		
Tom De Groeve			
Feuerwehr Frankfurt			Germany
Bettina J.			
Irene kamara			
Antonio			
CRISP project	EU FP7 funded research project on evaluation and certification schemes for security products		
ENVIRORISK 2015	Forum de la gestion des risques naturels, technologiques et sanitaires		France
Francesco Fusto	Sindaco del Comune di Borgia (CZ)	Comune di Borgia	Italy
ARTTIC	European leader in consultancy and management services for collaborative Research and Innovation projects	ARTTIC	France, Germany, UK, Belgium, Israel
Katherine Lamb	Station Manager, Incident Command Development, OFRS. Facilitator of simulation-based Incident Command assessments. Interested in crisis decision making.		
Marcel van Berlo			
I4CM_DRIVER			
eucp	Firefighter officer		
Sven Wirth	Economist, Small Scientist, Firefighter		Germany
William Weiss	Design pédagogique & elearning -		France

Person	Profile	Organisation	Country
	Analyse & Développement de compétences - Réseaux sociaux & msgu - pompier		
PsyUrg	Psychanalyste, Sous-Officier de Sapeur-Pompier Volontaire, Membre de Cellule d'Urgence Médico-Psychologique		
Oriol		Pau Costa Foundation	Spain
Thierry Berlaud			
Fabien Jaffré	French Red Cross and British Red Cross volunteer, former American Red Cross volunteer		UK
Efrem Garlando	Student at UniLUISS		
Ludo617	Docteur et Consultant spécialisé en traitement des crises, communication et utilisation des médias sociaux		France
Lex Vroling	Policy Advisor Professional Competence Safety Region Haaglanden		Netherlands
Eric Maranne	CTO	VR crisis	
Hanneke Vreugdenhil	Adviseur Crisisbeheersing		Netherlands
Ifrasec	Institut français de sécurité civile	Ifrasec	France
Niek van As	Crisis management	Vdmmp	Netherlands
Bas Slutter	Social media, crisis, security		Netherlands
JM Boisnon			
Scott Davis			UK
Rens van de Pol			Netherlands
Harold F Bousché	Business director security and safety	TNO	Netherlands
btp357			
Dirk Stolk			
Hara Caracostas	Director of Operations, Crisis Management and Urban Security Policy Manager	European Organisation for Security	Belgium

Person	Profile	Organisation	Country
Sébastien Truptil			
SeltsamT			
frederick benaben			
Todor Tagarev			
Peter Petiet	Projectleider	TNO	
Inon Moshkowitz			
Pär Eriksson	Safety and defence		
Klaudia Tani	Researcher and Crisis Management Project Manager		
Julia11235			
şerife yilmaz			Turkey
Willem Treurniet	Advisor networked crisis and disaster management, IFV, PhD Candidate, Trustworthy Networking	VU University Amsterdam, Faculty of Social Sciences	Netherlands
Anne-Marie Barthe	ICT Researcher	Mines Albi	France
Alice Clémenceau			
Adrien MANGIAVILLANO	Pôle de Compétitivité RISQUES. Recherche & Technologies en Sureté et Sécurité		France
Josine van de Ven	Crisis management	TNO	Netherlands
SLÁNDÁIL	Develop intelligent information gathering and processing systems for providing info about public distress to emergency providers	SLÁNDÁIL	
Fettebrille			
Patrick Drews	Scientific researcher in crisis management		Germany
Crisis Simulation*	Logiciels de Réalité Virtuelle pour la formation et l'entraînement des professionnels des secours, du risque et de l'urgence	VR crisis	France
PÔLE RISQUES	Labellisé Pôle de compétitivité en 2005 PRIDES en 2007-260 membres en 2015 Innovation & offre de solutions concrètes dans	Pole risque	France

Person	Profile	Organisation	Country
	la gestion des risques		
Jorge Rodriguez			
Jean-Michel DUMAZ	Wildfires, RTD_projects management, research and innovation, civil protection, DRR, MSGU, RPAS, robots, simulation, innovative tools for crisis management		France
Destriero	Improving damage assessment and decision making in complex crises situations FP7 Project GA#312721		
jerome G	SPP en charge du retex, IMP, ELD, RSMU, compte personnel, INSARAG, Fire, USAR, and Technical rope and Rescue Officer		
Vuillet Marc			
Anand Veeraswamy			
Trilateral Research	Research and advisory consultancy bringing together strategy, technology and policy.	Trilateral Research & Consulting	UK
Manfred Blaha	Technology Advisor	Ministry of Interior Austria Chair of User Committee of PSCE	Austria
CEREN Valabre	Forest fire research, crisis management, European Projects	CEREN	France
EvoCS	EU funded project, involving nine partners from seven countries. Aiming at a holistic view of the evolving concept of security.		
Christoph Amelunxen			
Nicolet Theunissen	Innovaties voor het onbekende: wetenschappelijk onderzoek & advies en software ontwikkeling(en).	Future Life Research	Netherlands
Merle Missoweit			
Daniel Auferbauer	Project Assistant and PhD	TU Vienna	Austria

Person	Profile	Organisation	Country
	Student, crisis informatics		
Ashley Young	Humanitarian logistics		Ireland
Adam Widera	Research Assistant, humanitarian logistics	WWU Münster	Germany
Ajay Kumar	HumanitarianTech		Germany
FORTRESS	FORTRESS (Foresight Tools for Responding to cascading effects in a crisis) is a 36 month project with 13 partners from 8 countries. http://fortress-project.eu		
TACTIC_EU	TACTIC Tools methods And training for CommuniTies and Society to better prepare for a Crisis is funded by the European Unions 7th Framework Programme		
Hayley Watson	Senior Research Analyst, Technology, security & society	Trilateral Research & Consulting	UK
Jean-Baptiste Cuq	Etudiant, sûreté, la gestion des risques et les questions stratégiques	UTTroyes	France
CIES	Ethical impacts of (primarily) EU security technology and policy	Centre for Irish and European Security (CIES)	Ireland
Fraunhofer IAO		Fraunhofer IAO, Institut für Arbeitswirtschaft und Organisation	Germany

3.8 DRIVER Social media Feedback Form

As part of our general social media strategy we would like to know if you have a Twitter and /or LinkedIn account that may be relevant to DRIVER's activities. If so, and if you consent, we would like **to link your accounts to the DRIVER Twitter and DRIVER LinkedIn accounts in order to better exchange information, stimulate discussions, re-tweet relevant information and increase the number of DRIVER followers on Twitter and LinkedIn. Please take note that the use of social media is not intended to replace normal project internal communication!**

For this purpose we kindly ask you to fill out the enclosed template and send it back to driver-arttic@eurtd.com Once we have gathered your feedback we will use it to update and share the DRIVER social media strategy.

Twitter account
Name of your Twitter account:
Link to your Twitter account:
Is it a personal account or institutional account?
Personal ☐ Institutional ☐
Do you consent to link your account to the DRIVER account?
Yes I consent ☐ No ☐
Are there organisations/persons that you recommend we follow on Twitter? Please list below the names of the Twitter accounts to follow or the name of the person or organisation if the Twitter link is not known:

LinkedIn account
Name of your LinkedIn account:
Link of your LinkedIn account:
Is it a personal account or an institutional account?

Personal ☐ Institutional ☐
Do you consent to link your account to the DRIVER account?
Yes I consent ☐ No ☐

Name:

Organization:

Date: