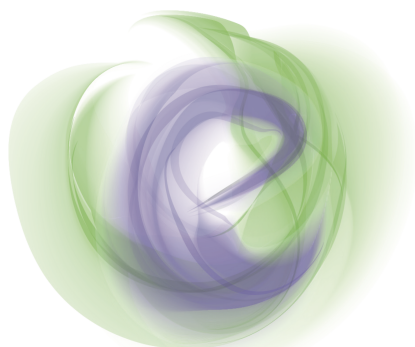


Odeuropa Communication Plan Version 2

Deliverable D7.9

Version FINAL



Odeuropa

NEGOTIATING OLFACTORY AND SENSORY EXPERIENCES IN CULTURAL HERITAGE PRACTICE AND RESEARCH



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Table of Revisions

Version	Date	Description and reason	By	Affected sections
0.1	Sept 2020	Charter on collaboration	Inger Leemans	Appendix 2
0.2	Feb 2021	External Communication Plan	Cecilia Bembibre	1-9
0.3	Feb 2021	Internal Communication Plan	Marieke van Erp	Appendix 1
0.4	Mar 2021	Consortium Review	Inger Leemans ² , Arno Bosse ² , William Tullett ³ , Raphaël Troncy ⁴	All
1.0	March 2021	Approval by project manager	Marieke van Erp	-
1.1	July 2022	Revised Communication Plan	Cecilia Bembibre	All
1.1	July 2022	Consortium Review	Inger Leemans ² , William Tullett ³ , Sofia Ehrich ²	All
2.0	30 July 2022	Approval by project manager	Marieke van Erp	-

Executive Summary

This document will be used as a handbook that describes all the elements required for an effective and holistic communication strategy. This document will be periodically revised on the basis of the progress of the project and the evaluation of its impact and effectiveness.

Section	Description / Update on v2
Introduction	This document is used as a handbook that describes all the elements required for an effective and holistic communication strategy
Objectives	Odeuropa communication activities have the following general objectives: <ul style="list-style-type: none"> • Maximising the impact of Odeuropa; • Fostering awareness of European olfactory heritage; • Maximizing the impact of the results of the project on the scientific community, cultural heritage sector and society at large; • Engaging with the cultural heritage sector in relevant discussions around using smells in GLAMs; • Providing a forum for the state-of-the art in olfactory research
Goals	Raising awareness for project activities and future perspectives.

Audience	<p>TA1. Cultural Heritage Professionals:</p> <ul style="list-style-type: none"> a: GLAM Digital Collection curators; b: Other GLAM professionals. <p>TA2. Academia:</p> <ul style="list-style-type: none"> a: IT (Computer Vision, Computational Linguistics, Semantic Web); b: SSH (Cultural History, Art History); c: STEM (Heritage Science & Olfactory Museology); d: Other disciplines. <p>TA3. Industry (including Perfume industry, Creative Industries, Scent marketing, Consultancy)</p> <p>TA4. Cultural Heritage Policy Makers (Regional, National, EU, International)</p> <p>TA5. General Public including Immaterial Heritage Communities</p>
Key messages	<ol style="list-style-type: none"> 1. European digital image and text collections contain olfactory references which can enhance our understanding of the past. Odeuropa is identifying and tracing these references from the 17th to the early 20th century, in seven languages; 2. Odeuropa is developing digital and multi-sensory resources, via which people will be able to access the project’s findings; 3. Odeuropa will define and promote measurable standards and best practices for olfactory heritage science; 4. Odeuropa will educate and train cultural heritage professionals in the use of olfactory heritage strategies; 5. Odeuropa will develop policy recommendations for cultural heritage brokers, NGOs, and decision makers to help preserve and safeguard our past and future olfactory heritage.
Channels and methodologies	How key messages are communicated to target audiences via actions. This section has been updated with a reflection on communication challenges faced between M1-18.
KPIs and Monitoring	New: comparison of base rate, stretch rate and actual KPIs
Timeline of Communication Activities	An updated timeline of communication activities
Acknowledgement of EU funding	Updates on new and existing channels
Appendix 1	Internal Communication
Appendix 2	Odeuropa Charter of Collaboration
Appendix 3	New - overview of channel analytics and sample press and newsletter content

Table 1: Executive Summary Table

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1 Introduction

Odeuropa is the first European research project to explore the concept and importance of olfactory heritage and to develop techniques for mining olfactory information from historic texts and images. It is funded under the Horizon 2020 Call: H2020-SC6-TRANSFORMATIONS-2018-2019-2020 (*Socioeconomic And Cultural Transformations In The Context Of The Fourth Industrial Revolution*), Topic: DT-TRANSFORMATIONS-12-2018-2020 Type of action: RIA. Research is carried out by a consortium of 7 academic partners in 6 countries. Odeuropa applies state-of-the-art AI techniques to text and image datasets that span four centuries of European history to identify the vocabularies, spaces, events, practices, and emotions associated with smells and smelling.

The project curates this multimodal information, following semantic web standards, and stores the enriched data in a 'European Olfactory Knowledge Graph' (EOKG). The data is being used to identify 'storylines', informed by cultural history and heritage research, and share these with different audiences in different formats, through demonstrators, an online catalogue, toolkits and training documentation describing best-practices in olfactory museology. New, evidence-based methodologies are being developed to quantify the impact of multisensory visitor engagement.

Towards the end of the project, this data will support the implementation of policy recommendations for recognising, promoting, presenting and digitally preserving olfactory heritage. These activities help realise Odeuropa's main goal: to show that smells and smelling are important and viable means for consolidating and promoting Europe's tangible and intangible cultural heritage.

This document is used as a handbook that describes all the elements required for an effective and holistic communication strategy:

- the goals that the project intends to reach through its dissemination and communication activities;
- the audiences, which have been mapped and analysed to improve engagement;
- the key messages and how they are relevant for audience groups;
- the channels through which the Odeuropa messages can be best delivered;
- the timetable that helps communication and dissemination to be effective;
- the key performance indicators to monitor and evaluate the performance of communication and dissemination.

This document will be periodically revised on the basis of the progress of the project and the evaluation of its impact and effectiveness. The current version has been revised in June 2022 (month 18 of the project). The strategy and planned implementation of this Communication Plan is supported by the Odeuropa Dissemination and Exploitation Plan Version 2 D7.10.

2 Objectives

Odeuropa communication activities have the following general objectives:

- Maximising the impact of Odeuropa;
- Fostering awareness of European olfactory heritage;
- Maximizing the impact of the results of the project on the scientific community, cultural heritage sector and society at large;
- Engaging with the cultural heritage sector in relevant discussions around using smells in GLAMs;

- Providing a forum for the state-of-the art in olfactory research;
- Ensuring the sustainability of the project beyond its completion;

Specific objectives of Odeuropa are:

1. Inform

- (a) Communicate the vision, mission and activities of Odeuropa;
- (b) Exchange information among partners;
- (c) Spread news about Odeuropa events and activities.

2. Engage

- (a) Engage GLAMs, other stakeholders and the public at large in events or actions organized by Odeuropa;
- (b) Grow and engage the online community using social media;
- (c) Mutually amplify partners' visibility across social media.

3. Promote

- (a) Maximise the project impact;
- (b) Reinforce the reputation of Odeuropa and its activities.

Impact and progress are secured through the project organisation, which is agile and built around the principle of **co-creation**. Representatives of our stakeholders, which have already been involved in the design of the project, are closely involved in the different work cycles. Most cycles start with sharing best practices & agenda setting in Year 1, consultancy and test rounds of services in Year 2, to sharing results and brokering towards new groups of stakeholders in Year 3. The project is designed to generate results in an early stage, so we can test the results on location with different stakeholders. Our impact measurement system (WP6 & WP7) assures we can prove the viability of the products

The key activities Odeuropa envisages are shown in Table 2:

AI & TA	Specific Actions / output	Type of impact	Impact channel	Update M18
<i>Odeuropa will curate digital assets to preserve, study and disseminate the memory of cultural heritage that underwent dispersal or was destroyed</i>				
AI.1 Cultural Heritage TA.1a Digital collection specialists TA.2a IT	Share curated, sensory annotated image datasets (D2.2)	Dissemination	Collaborating GLAMs Cultural heritage aggregators (Europeana Network, Wikimedia Foundation) AI Challenge (D2.4) Digital repositories	See D7.10
	Share curated, sensory annotated text datasets (D3.2)	Dissemination	Collaborating GLAMs Hackathon/workshop (T7.6) Digital repositories	See D7.10
	Share curated vocabularies, taxonomies, data model, and ontologies for the European Olfactory Knowledge Graph (EOKG) (D4.4.2)	Dissemination Communication	Collaborating GLAMs Demonstrators (D4.5) Tweetbot (T7.1) Odeuropa Conference (T5.3) Europeana Network Association, Wikimedia Foundation Digital repositories	See D7.10
	Publish technical documentation on olfactory curation standards (WP2-4, WP6)	Dissemination Communication	Odeuropa website (D1.1)	In preparation, publication expected by M34-6
<i>Odeuropa will offer solutions to the problem that language change hampers static ways of retrieving the information from historic data collections</i>				
AI.1 Cultural Heritage; AI.2 Research TA.1a Digital collection specialists; TA.2a IT - NLP	Share methodology for multilingual, historical text annotation; share annotated ground-truth benchmark dataset (WP2, WP5)	Dissemination Communication	Text demonstrator hackathon (T7.6) NLP Hackathon (e.g. SemEval) NLP conferences & journals Integration in Digital Text Collections (Digital Library of Slovenia, T7.6)	Communication activities in preparation for T7.6 on M23.
	Share NLP software; publish interactive text demonstrators (WP2, WP4)	Dissemination	NLP conferences & journals Odeuropa website (D1.1) Demonstrator website (D4.5) Digital repositories	See D7.10
<i>Odeuropa will help to show how the preservation and analysis of the tangible and intangible resources of our cultural heritage will enhance our understanding of cultural history</i>				
AI.2 Research TA.2bSSH; TA.1bGLAM professionals; TA.2a IT - NLP	Publish extracts from PhD research: Olfactory storytelling in History and Heritage (T5.1, T5.3)	Dissemination Communication	Academic journals PastScent Network (D5.1) NOSE network Odeuropa website (D1.1)	American Historical Association 4-issue special on Odeuropa/olfactory history and heritage partially published by M18 (3 more issues expected in Y2-30). Five event chronicles and research updates published on website blog. News also communicated via social media channels (Twitter/YouTube).
	Publish olfactory storylines in monograph: Telling Stories with Smell: Olfactory Heritage and Narrative (T5.4)	Communication	'Histories of Emotions and Senses' published by Bloomsbury PastScent Network (D5.1) NOSE network Odeuropa website (D1.1)	Published articles available on the website, other communication activities in preparation as planned around D5.1

	Publish online Encyclopaedia of Smell Heritage; publish demonstrator (D. 5.3)	Dissemination; - Communication - -	PastScent Network (D5.1) NOSE network Odeuropa website (D1.1) Demonstrator website (D4.5)	
<i>The new technologies, methods and data formats developed in Odeuropa will help to present cultural and historic remains and memories in a comprehensive and attractive though scientifically-based way</i>				
AI.5 / Societal TA.5 General Public	Publish Olfactory Knowledge Explorer and Serious Gam demonstrator (T4.5)	Exploitation; Communication	Demonstrator website (D4.5) Olfactory workshops (T7.2., 4,6,7) PastScent Network (D5.1) Social media (T7.1)	Social media actions planned around demonstrators website; announcement and recap of olfactory workshops published on the website blog; 533 tweets issued from the project account communicating updates, news, events and amplifying partners and olfactory heritage agents information and opportunities; 43 lectures and invited talks presented by project researchers, ongoing media and stakeholder engagement.
	Host olfactory event: 'Sensory storytelling to enhance cultural & climate awareness' (T7.5)	Exploitation	Mediamatic / Expedition Oosterdok (T7.5)	See D7.10
Scientific impact from use and re-use of digital collections				
AI.2 Research TA.2a IT	Share computer vision and NLP methodologies & results; share computer vision AI model & annotated image training data. (WP2-WP4)	Dissemination; Communication	Open AI Challenge (kaggle.com) (T2.3), Hackathon (T7.6) Computer Vision, NLP, and Digital Humanities journals and conferences	'How to smell a painting' Video (released via Europeana Research Community video series, Odeuropa website and social media channel publications, promoted in project newsletter, M15-20, two articles published on website blog at M18 ito communicate progress; tweets issued from the project account communicating updates. Project researchers participated in several relevant conferences.
AI.2 Research TA.2c STEM	Share Olfactory Heritage Science & Museology methods & results (WP6)	Dissemination; Communication	Heritage Science & Museum studies conferences & journals	By M18, 33 news items were published on website blog including event recaps, methodology articles and historic research pieces; 533 tweets issued from the project account communicating updates, news, events and amplifying partners and olfactory heritage agents information and opportunities; 43 lectures and invited talks presented by project researchers.
AI.2 Research TA.2b Cultural & Art History	Share Storyline methodologies and results (WP5)	Dissemination; Communication	Olfactory Heritage & History conference (D5.2) Related conferences and journals	By M18, 33 news items were published on website blog at M18 including event recaps, methodology articles and historic research pieces; 533 tweets issued from the project account communicating updates, news, events and amplifying partners and olfactory heritage agents information and opportunities; 43 lectures and invited talks presented by project researchers.
AI.2 Research TA.2 IT, SSH, STEM; TA.1 CH professionals	Share news of the project, its events and results.	Communication	<u>Odeuropa website (D1.1)</u> <u>Social media (T7.1)</u> <u>Public lectures / talks (T7.1)</u>	See above.

AI.2 / TA.2 Research/ ITSTEM/SSH	Integrate results and methods into courses and internships for BA and MA students (T7.7) and seminar for junior scholars on Data Science and Olfactory Heritage (T2.4)	Exploitation	VU University (BA Minor: Digital Humanities & Social Analytics; Course: 'Knowing by sensing') Royal Academy of Arts, The Hague FAU - Seminar	See D7.10
Odeuropa's deliverables will produce economic impact for cultural institutions & (creative) industries				
AI.1 Cultural Heritage Target Audience: TA1.b Cultural Heritage professionals	Host olfactory storytelling events with GLAMs (T7.2, T7.3, T7.4)	Dissemination; Communication	Collaborating GLAM partner networks Odeuropa website (D1.1) Social media (T7.1)	T7.2, T7.3, T7.4 completed, see D7.10 for detail. Event activities promoted via Odeuropa social channels. Communication materials (incl. press kits for Mauritshuis, Ulm Museum and Amsterdam Museum events) developed in collaboration with partner museums.
	Host olfactory storytelling Toolkit (T7.8)	Exploitation	Workshops with training sessions for cultural heritage partners (T7.4 & T7.8)	See D7.10
	Create Smell Kits: (Samples of key European Scents) (T7.3, T7.4, T7.5)	Exploitation	GLAM collaboration partners Fragrance Industry	See D7.10
AI.3 Industry TA.3 Industries	Host entrepreneurial hackathon presenting Odeuropa Smell Kit and other commercially exploitable assets (T7.10)	Exploitation	Fragrance Industry partners Creative industry partners Scent marketing channels	See D7.10
Odeuropa will support the promotion of Europe's cultural heritage				
AI.4 Policy making TA.4 CH policy makers, IH Communities	Host stakeholder workshop for CH brokers, T7.7 Publish policy paper & Olfactory Heritage Toolkit, T7.9	Exploitation; Communication	Intangible Heritage broker community (DICH; IMP; ICH-NGO; IRCAI; BICHRC; SNCU, NARA, ICCROM) Odeuropa website (D1.1)	Presentation to JPI-CH governing board (M15), Publication on role of smell in ICH (Elpers et al., Volkskunde, 2021), abstract on policy submitted to ICOM CC (acceptance pending), ongoing stakeholder engagement (incl. ICCROM and UNESCO) via Advisory Board members and partner museums. Published articles available on Odeuropa website. See D7.1 Policy Brief for more detail.

Table 2: Communication, Dissemination and Exploitation actions at M18

3 WHY: the goals

Addressed to a diversified targeted public, this communication strategy will be implemented in order to raise awareness for project activities and future perspectives. The communication plan describes the strategy carried out at the two main levels: internal and external.

Internal Communication and Collaboration

An effective internal communication strategy is the right way to make the relationship with partners more productive, collaborative and engaging. Internal communication refers to processes and tools set up for effective information flow and collaboration among partners within the Odeuropa project. **The Odeuropa Internal Communication Plan** (See Appendix 1) sets forth internal communication procedures to ensure that all project partners are informed about the project's communication processes, without unnecessary information overloads. The document discusses what type of communication channel and at which point in time is to be used in what scenario. Open and transparent communication plays an important role in creating a fruitful spirit of collaboration. The Odeuropa Charter on Collaboration (See Appendix 2) describes the rules of engagement for the project participants, acknowledging the challenges an international, interdisciplinary, intersectional project might face. The charter helps to establish a set of shared values, expectations and practices.

External Communication The external communication strategy is designed to:

- Design, implement, control and periodically evaluate the communication strategy;
- Design a digital communication toolkit, including the logo, templates for presentation, letter-head, template poster;
- Develop and maintain the Odeuropa website and social media;
- Engage with the press;
- Favour and share research results in an open-access way across Europe;
- Organise and participate in events related to Odeuropa.

Within Odeuropa, communication activities will be coordinated by WP1 via the Project Manager (Internal Communication) and the Impact Coordinator (External Communications), which will ensure the delivery of a consistent message within the project and to the outside world.

The role of the Project Manager is:

- Coordinating the communication activities inside Odeuropa, in connection with WP1.

The role of the Impact Coordinator is:

- planning and coordinating the communication activities drafted in the Grant Agreement;
- producing and sharing the digital communication toolkit;
- updating and maintaining the Odeuropa website (with colleagues in WP1);
- centralising press engagements (with all WPs);
- managing social media presence;
- making communication consistent.

Each project partner has the role to:

1. contribute to drafting the communication plan with a shared vision and strategy;
2. amplify the Odeuropa messages (news, videos, photos, etc...) through their organisation, national social media, etc... ;
3. collect information (photos, videos, posts, articles, etc...) related to their activities in Odeuropa and sharing with the Impact Coordinator in order to maintain an updated press kit;
4. help to promote the Odeuropa projects, its goals and deliverables.

4 WHO: The Odeuropa audience

To maximize the impact of the project, it is important to focus the efforts on a clear target audience. Breaking the audience down is one of the first steps towards successful and effective communication.

Our impact strategies are aimed at different target audiences (TAs):

Target Audiences To reach our objectives, we designed a series of Dissemination and Exploitation strategies tailored to specific target audiences (TAs):

TA1. Cultural Heritage Professionals:

- a: GLAM Digital Collection curators;
- b: Other GLAM professionals.

TA2. Academia:

- a: IT (Computer Vision, Computational Linguistics, Semantic Web);
- b: SSH (Cultural History, Art History);
- c: STEM (Heritage Science & Olfactory Museology);
- d: Other disciplines.

TA3. Industry (including Perfume industry, Creative Industries, Scent marketing, Consultancy)

TA4. Cultural Heritage Policy Makers (Regional, National, EU, International)

TA5. General Public including Immaterial Heritage Communities

5 WHAT: The Odeuropa Key Messages

Key messages are essential to the communication strategy. They must be short and simple, easy to remember, and engaging. Key messages should be repeated consistently in public engagements as well as in presentations and speeches. Key messages should be used in different situations for different audiences. As the project progresses, messages will be aligned with the research results and project outputs.

The Odeuropa key messages are:

- Short and simple,
- Easy to remember,
- Engaging,
- Consistent,
- Specific to the target audience.

This strategy will help communicate the same message in different situations to different audiences.

As of month 18th of the project, the Odeuropa key messages are:

OBJECTIVE	MESSAGE
Develop methods for identifying and tracing olfactory references in large-scale, digital image and text collections, across multiple European regions and languages from the 17th to the early 20th century.	European digital image and text collections contain olfactory references which can enhance our understanding of the past. Odeuropa is identifying and tracing these references from the 17th to the early 20th century, in six languages.
Create digital and multi-sensory resources to allow different stakeholders and audiences to freely access and interact with the project's data and storylines.	Odeuropa is developing digital and multi-sensory resources, via which people will be able to access the project's findings.
Define and promote measurable standards and best practices for olfactory heritage science.	Odeuropa will define and promote measurable standards and best practices for olfactory heritage science.
Educate and train cultural heritage professionals in the use of olfactory heritage strategies.	Odeuropa will educate and train cultural heritage professionals in the use of olfactory heritage strategies.
Develop policy recommendations for cultural heritage brokers, NGOs, and decision makers to help preserve and safeguard our past and future olfactory heritage.	Odeuropa will develop policy recommendations for cultural heritage brokers, NGOs, and decision makers to help preserve and safeguard our past and future olfactory heritage.

Table 3: Odeuropa key messages

6 HOW: Channels and methodologies

We have designed and created two main reference tools useful for both internal and external communication:

1. Press Kit

This is package with a press release, an image selection and an introductory video. The detailed contents of the press kit are:

- A [one-page press release](#) announcing the launch, aim and scope of the project, with a list of partners.
- A [folder](#) containing a selection images released for media use, with a document detailing suggested captions and necessary credits and attributions.
- Two [3-min videos](#) (M1 and M15) presenting the project with interviews to key researchers taking part.

Update (March 2021): As a result of media interest, specifically requests from TV crews and filmmakers, a list of Odeuropa locations has been added to the press kit, featuring potential filming locations for interviews and news stories.

Update (June 2022): The press kit has been updated with new visuals and messages, including new portraits of Odeuropa researchers in heritage sites relevant to tasks (Grant and Ulm Museums, Historic Spicery and Amsterdam Harbour) to visually communicate project themes; a new video has been included to support the communication of the development of artificial intelligence (computer vision) techniques to mine historic images related to smell.

2. Digital communication toolkit

A digital communication toolkit supports the external communication of the project. It includes:

- Powerpoint and Google slides presentation templates;

- Letterhead document;
- Poster template;
- Sticker template (for smell vials and other scent device labelling);
- Visual logo (complemented by an olfactory logo, e.g. a smell created for the project);
- Editorial guidelines for content development on the website (blog), social media channels (twitter, youtube).

The digital toolkit is available to all Odeuropa partners, who can adapt the templates to specific events and needs. All communication materials can be translated by the partners into their own language.

Methodology

We follow the 3-step strategy of communication - dissemination - exploitation to share news and updates about the project with our audiences.

Communication involved sharing the Press kit with Odeuropa partners' communication officers, who engaged their press and media contacts (newspapers, radios, magazines, TV, web portals) and secure international and national coverage for the project launch.

The Impact Coordinator centralised direct press requests and distributed interview questions and requests for comment among project researchers as relevant, communicating with journalists to ensure appropriate mentions of affiliations and inclusion of necessary credits and attributions.

Update (March 2021): To date, over 300 media pieces have been published about Odeuropa worldwide (including BBC, La Republica, Le Monde, National Geographic, CNN, Fox News, El País, Berliner Zeitung, L'Echo, Historiek, Delo, Associated Press, Arte and The New York Times). Approximately half of them are direct interviews / screen appearances with one or more researchers working on the project. Articles in traditional press have been mostly published in news / science / technology and 'unusual' sections. A selection of media coverage is available on the project website and regularly updated.

Update (June 2022): Since research findings have become available, additional press releases and opportunities for media coverage are being developed to reflect the progress of the project and share the results with wide audiences via media engagement. The table below shows how the communication messages, via directed actions, have progressed in the project, targeting key audiences. For a detail of the dissemination and exploitation strategy targeting these audiences, please refer to D7.10.

The communication strategy envisions communication of the five key messages to target audiences throughout the project. Table 3 shows the main planned actions to achieve it.

MESSAGE	TARGET AUDIENCE	ACTIONS
European digital image and text collections contain olfactory references which can enhance our understanding of the past. Odeuropa is identifying and tracing these references from the 17th to the early 20th century, in six languages.	TA1. Cultural Heritage Professionals, TA2. Academia, TA4. Cultural Heritage Policy Makers, TA5. General Public	'How to smell a painting' video (released via Europeana Research Community video series, Odeuropa website and social media channel publications, promoted in project newsletter, M15-20); Academic lectures, talks and publications led by WP2-5 (M6-24); Various press interviews explaining text mining and computer vision work within Odeuropa (M6-24).

Odeuropa is developing digital and multi-sensory resources, via which people will be able to access the project's findings.	TA1. Cultural Heritage Professionals , TA2. Academia, TA3. Industry, TA4. Cultural Heritage Policy Makers, TA5. General Public	Blog posts featuring olfactory storytelling resource development on Odeuropa website and social media channels, promoted in project newsletter (M1-30); Engagement with Advisory board; Academic lectures, talks and publications led by WP5-7; Development of online learning module in collaboration with American Historical Association (M18); Presentation of Olfactory Storytelling Toolkit (D7.4, M30).
Odeuropa will define and promote measurable standards and best practices for olfactory heritage science.	TA1. Cultural Heritage Professionals , TA2. Academia, TA3. Industry, TA4. Cultural Heritage Policy Makers, TA5. General Public	Odeuropa website and social media channel publications, promoted in project newsletter (M34); Engagement with Advisory board; Academic lectures, talks and publications led by WP6; Focus groups to better understand users needs led by WP6 (M15)
Odeuropa will educate and train cultural heritage professionals in the use of olfactory heritage strategies.	TA1. Cultural Heritage Professionals , TA2. Academia, TA3. Industry, TA4. Cultural Heritage Policy Makers	Relevant articles published on Odeuropa website and social media channels, promoted in project newsletter; Workshops for heritage professionals (GLAM workshop M5, Malodour workshop M12); Participation in key heritage and cultural sector conferences such as Fondation des Sciences du Patrimoine conference in M15, Smithsonian Series in Museum Conservation lecture in M18, Odotheka project Advisory Board meeting in M18
Odeuropa will develop policy recommendations for cultural heritage brokers, NGOs, and decision makers to help preserve and safeguard our past and future olfactory heritage.	TA1. Cultural Heritage Professionals , TA2. Academia, TA3. Industry, TA4. Cultural Heritage Policy Makers	Presentation to EU JPI Cultural Heritage Governing board (M17), participation in 20th International Council of Museums conference in M33

Table 3: Odeuropa key Communication actions

Challenges

The implementation of the Communication Plan up to M18 has been mostly successful, with high engagement in the project channels and activities of both expert and general audiences. However, we have encountered some challenges to our communication strategy, which we detail below. We were able to overcome some of these challenges with mitigation strategies, diversion of resources and other adjustments detailed below, and learned to deal with ongoing challenges which are connected to wider issues.

1. Difficulty in communicating sensory mining at an early stage in the research tasks.

At the beginning of the project, due to the early stage of the research tasks / lack of results, it was challenging to communicate the methodologies and outputs of this aspect of the project to non-expert audiences. We involved researchers from WP2-4 to mock-up visuals demonstrating the methodologies for text annotation and computer vision training around olfactory elements,

which resulted in increased confidence from the team in communicating these tasks to expert and general audiences. As a follow-up, we produced the video “How to smell a painting”, featuring interviews and images accounting the interdisciplinary efforts required to carry out these research tasks.

2. Media coverage of the project in the ‘oddties’ section. This is not exclusive to this project: media coverage of olfactory issues, when not clinical or related to the flavour or perfume industry, tends to be treated as a funny/odd item. However, inclusion in these sections was at times seen as inaccurate portrayal of a H2020 project, given that part of Odeuropa efforts are to contribute to developing olfactory heritage as a field of cultural and sensory studies). We discussed this issue in a project meeting and, as a result, focused communication efforts on stressing the cultural and scientific significance of the tasks, as well as societal impact and relevance of the outputs. We adjusted communication materials to support this course correction. To a certain extent the measure was effective, although there is still some coverage focused on the unusual/odd nature of the project.

3. Focus on the idea recreation of historical smells as the goal of the project. Although reconstruction and recreation of the smells of the past is one of the lines the Odeuropa project is researching, it received a disproportionate level of attention of both media and stakeholders (perfume industry, heritage sector). We have used this initial attention to channel the complexity and diversity of project aims and objectives, as well as to highlight that a large-scale recreation of historic scents falls beyond the project scope but has the potential to foster collaborations between academia, industry and heritage organisations, some of which can involve Odeuropa.

4. Time allocation to communication activities surpassed original estimates at project proposal stage. A significant amount of time of the communication team, as well as researchers in all WP, was dedicated to meaningfully engage the media following the first wave of attention (liaising with journalists, providing written and visual materials to support interviews, participating in interviews, fact-checking, etc). Additionally, developing olfactory events in partnership with heritage organisations placed an increased demand on the project communication and impact resources around the announcement, promotion and documentation of these actions. Often, museums who are motivated to host an event requested support communicating it, from writing and distributing a press release to designing leaflets, promoting the event on social media and engaging key stakeholders to ensure attention. In the first 18 months of the project, Odeuropa communication, impact and event teams worked together to provide this support to partners.

Internal Communication - tools

See Appendix 1.

External Communication - tools

In Odeuropa, the channels used for external communication are mainly:

- Odeuropa website: <http://www.odeuropa.eu/>;
- Odeuropa Social media (Twitter, Youtube);
- Odeuropa newsletter;
- Academic communication spaces and events.

The Odeuropa website contains the main information about the project, and it is periodically updated via blog posts and uploading of relevant results and announcements.

<https://odeuropa.eu>

Social media presence and strategy

Odeuropa is present on the following social media channels:

Twitter - [@odeuropa](#)

YouTube - Odeuropa channel <https://www.youtube.com/odeuropa>

All project researchers are encouraged to follow the Odeuropa social media accounts with their own social media accounts. This allows partners to exchange information and news with each other. All the project social media accounts are strictly professional and posts must have some information value. Other social media accounts can be opened and used on need. We have developed editorial guidelines to frame and guide project-related content and activity on social media. Odeuropa contributes to promote the following hashtags:

#olfactoryheritage	#sensoryhistory
#sensorymining	#sensorystudies
#heritagescience	#historyofthesenses
#historyofsmell	#olfactoryhistory
#olfactory_AI	#smellculture

7 Key Performance Indicators and Monitoring

Within Odeuropa, KPIs are set up to monitor the quality of the activities. KPIs will also be applied to communication activities.

The main **Key Performance indicators** are:

External Communication - KPIs

- Website - number of access / year;
- Website - average duration of single access;
- Social media insight - number of people engaged / year;
- Number of published articles in the media;
- Events - number of participants in the event, number of responses through impact measurement questionnaires.

Some KPIs were included at the project proposal stage (e.g. website visits) and the rest were estimated by evaluating performance of similar research projects and activities, and referencing average engagement rates accross industries. For each KPI, it is necessary to monitor the expected results along the three years of the project. Furthermore, the effectiveness of communication activities will be constantly monitored by using the following tools:

<https://odeuropa.eu>

Object to monitor	Monitoring tool	Description	KPI (actual)	KPI (BR)	KPI (SR)
Website	Google Analytics	It will be the main tool to collect fresh insights into how visitors use the Odeuropa website, which way they know the website, which parts of the website are performing well, which pages are most popular and how visitors interact with the sharing features on the site. The following indicators are being tracked:	All data 01/01/21 to 30/06/22 (M18)		
		Page views: number of web pages requested and viewed by the user	59,281	7,000	50,000
		Number of sessions: number of sessions per user	1.50		
		Unique visitors: number of single users that have visited the site, net of duplications	21,404		
		Time spent: time spent in minutes and seconds while navigating or viewing the pages of a site or using a digital application.	1.5 min	0.15	0.45*
		Visitor route to website	1Organic Search11,536 (50.24%) 2Direct7,076(30.82%) 3Referral2,916(12.70%) 4Social1,392(6.06%) 5Email33(0.14%) 6(Other)7(0.03%)		
		Geographical data: location where visitors view the website	1United States3,025(13.89%) 2Netherlands2,912(13.37%) 3France2,155(9.89%) 4United Kingdom1,978 (9.08%) 5Germany1,424(6.54%) 6Italy1,093(5.02%) 7Poland1,029(4.72%) 8Spain647(2.97%) 9China504(2.31%) 10Belgium436(2.00%)		
		Language	LanguageUsers% Users 1en-us6,91932.05% 2en-gb3,38915.70% 3nl-nl1,5377.12% 4fr-fr1,4616.77% 5de-de8153.78% 6it-it8093.75% 7pl-pl7623.53% 8fr5872.72% 9es-es5432.52% 10de5302.45%		
Newsletter	Buttardown platform	Newsletter containing project news and olfactory heritage updates is sent quarterly	335 subscribers, 28% open rate	50, 5%	100, 14%
Social Media Insights	Twitter Analytics	Social media statistics include:			
		Number of followers	1,397 (M18)	250	650
		Number of people reached (tweet impressions and mentions)	6,434 (M18)	1,000	5,000

		Number of target influencers following	15+. Key influencers related to culture and smell include @Boisdejasmin @worldtasteandsmellassociation, @LabWorg, @GunillaGH and @OsmothequeParf; key digital humanities followers include @laurenfklein, @LibraryITU and @QUIPU18; key heritage followers include @AHAhistorians @JDaviesHeritage and @armmoustafa29	10	15
	YouTube channel views	Combined views of videos on Odeuropa channel, including communication/dissemination clips produced by the project, video lectures and interviews by Odeuropa researchers and news coverage of the project	26,304	800	1,500
Media engagement	Media clipping (internal)	List and links to articles in media containing direct media appearances by project members or articles mentioning Odeuropa in the context of olfactory heritage and history / artificial intelligence / data mining. This list is updated by Impact Coordinator with support of partners. Media engagement is periodically analysed to understand how to best convey key messages and reach different audiences through the media.	300+	5	10
Events	Event Reporting Form & Google docs for monitoring events	Reports provided by partners after events are analysed in order to evaluate if the target groups have been reached or definitions of the main target groups need to be adjusted. A detail of events and KPIs is presented in the Impact Activities Reports (D7.2 & D7.3 & D7.6) and updated on D7.10	Please refer to D7.10		

Table 4: Communication channels and KPIs

.BR=base rate; SR=stretch rate *Website visit duration of 0.45s has been found to be average across industries in 2021. Source: Contentsquare (2021) Digital Experience Benchmark Report. Available at: <https://contentsquare.com/insights/digital-experience-benchmark-hub/>

Please see Appendix 3 for a more detailed overview of website and social media analytics, a selection of recent media articles and a newsletter sample.

8 Timetable of the communication activities

Scheduled date	Activity
For the entire duration of the project	Identification of social media influencers in the field
Weekly	Implementation of social media
Every 3 months	Evaluation of social media activities
Yearly	Evaluation and revision of the website
Yearly or as necessary	Revision of the key messages
On request	Draft of press release
Month 1 (January 2021)	Press kit ready
Month 3 (March 2021)	Digital communication toolkit ready
Month 4	Newsletter launched
Month 5	Smellinar series launched
Month 15 (January 2022)	Video 2 launched
Month 13 (February 2022)	Press release and Comms for Museum Ulm show
Month 18 (June 2022)	Online educational resources (AHA) launched
Month 19 (September 2022)	Press release and Comms for City Sniffers event
Month 30 (September 2023)	Olfactory Storytelling Toolkit presentation

Table 5: Timeline of the communication activities

9 Acknowledgement of EU funding

As requested in the Grant Agreement, art. n.29.4, all communication and dissemination materials should give information on EU funding in the following way:

- Display the EU emblem and
- Include the following text: 'Odeuropa has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement n. 01004469'.
Update June 2022: Further to the project review, acknowledgments were made explicit in project social media channels.

When displayed together with another logo, the EU emblem must have appropriate prominence. According to the GA article n.38, any communication activity related to the action must indicate that it reflects only the Odeuropa view and the Commission is not responsible for any use that may be made of the information it contains.

Appendix 1: Odeuropa Internal Communication Plan

1 Introduction

This document is meant as an introduction to the different communication channels and how to use them within the Odeuropa project. As the project progresses, this document may be updated accordingly.

2 Communication and Information Channels

There are various communication channels in the project, some more informal than others. In this section, we list the different channels and information sources to get an overview of the project and what is happening.

Mailing list: this channel is meant for messages that are important to the entire project and every team member is expected to subscribe and check mailing list messages regularly. Members can access the archive at <https://groups.google.com>;

Slack: ongoing conversations, the digital equivalent of office chat. The Slack workspace has for example dedicated channels for each work package, olfactory events and literature and a random channel for banter. Direct messages are also possible. Note that not everyone can be expected to always read everything on Slack (in particular colleagues who are not fulltime employed on Odeuropa);

Meetings: Three to four times a year, all work packages and ongoing work are discussed during (typically) two-day project meetings. Twice a year, a senior representative of every project partner takes part in the General Assembly where administrative issues are handled as well as overall project progress. A weekly Odeuropa hour allows team members to check in. Within and across work packages (WPs) various meetings take place, convened by team members. In the course of 2021, an online seminar series was started.

Calendar: Meetings and events are published to the Odeuropa google calendar. Members can access this calendar via <https://calendar.google.com>;

Zotero: A shared and annotated bibliography is kept on <https://zotero.org>;

Google Drive: All project documents are kept in a shared Google Drive. This drive contains dedicated folders for the different work packages as well as for meetings and templates. Members can access this via <https://drive.google.com>;

Airtable: An overview of the external Odeuropa network is kept in <https://airtable.com>. A public mailing list to keep the network informed was set up in the course of 2021.

3 Scenarios

In this section, we sketch different situations in the project where one or more of the communication channels come into play.

3.1 Bi-weekly updates

Each WP leader is to provide a bi-weekly update on activities in his/her WP via the 15/5 method: it takes the WP lead 15 minutes to write the update, it should take the MT (and others) 5 minutes to read the update. In the Google Drive, a document for each WP can be found under Work Packages > WP1 Coordination > Bi-weeklyReports.

3.2 Meetings

The meeting convener is responsible for meeting notes to be taken. Each WP has a dedicated meeting notes document in their corresponding Google Drive folder that they are to use for this purpose. The meeting convener does not have to take the notes his/herself but can assign a designated note taker. Meetings are to be recorded in the Odeuropa calendar such that the team is aware of them and that they can easily be collected for reporting to the European Commission.

3.3 Deliverables

Deliverables are prepared according to the deliverables template and are to be uploaded to the EU portal. The partner leading the preparation of the deliverable and possible other involved partners is specified in the Grant Agreement 101004469 ODEUROPA - Annex 1 (Part A). In the WP1 Google drive folder, a list is kept with links to the Overleaf sources for each deliverable.

To ensure a high quality of deliverables, the final draft of each deliverable will be subjected to an internal peer review process two week prior to submission to the EU. The consortium partner coordinating the deliverable will select a responsible partner. The Odeuropa Management Team will perform a form check on each deliverable and enter the document into the EU portal.

3.4 Publications

Prospective authors are to inform the consortium as early as possible of plans to write a publication via the *mailing list*. Such a notification includes a link to the venue they intend to submit the paper to and a sketch of the general idea. It is advised to add paper deadlines to the Odeuropa calendar.

Authors can choose to use Slack or a private email thread to discuss progress on the paper.

At least two weeks prior to submission, the current draft is shared with the consortium via the *mailing list* such that everyone knows what is produced within the consortium. In certain cases, co-authors may be added at this stage, if their input is vital to quality the publication and contributes significantly to reflecting the interdisciplinary nature of the project. Ideally, the author list is finalised at an earlier stage.

Due to the different publication cultures within the different disciplines involved in the project, conversations on the customs and format of prospective publications are highly encouraged, and will also be facilitated by the management team.

3.5 Calendar

When adding meetings to the Odeuropa calendar, include a link to the notes document and the teleconferencing tool.

Appendix 2:

Odeuropa Charter on Collaboration

As a European Union funded project, Odeuropa already has a well-documented Grant Agreement of what we aim to do, with whom, how and why, and a Consortium Agreement to regulate governance and what would happen in the hopefully unlikely event of conflict. So why add to the document pile with a Charter on Collaboration?

We believe that a charter of collaboration can help to acknowledge the challenges an international, interdisciplinary, intersectional project might face. The charter can help us to establish a set of shared values, expectations and practices. The Odeuropa team and community is made up of a mixture of people, working in different academic disciplines, in cultural heritage institutes, (creative) industries, education, research, NGOs and governmental organizations, and also engages a variety of cultural heritage practitioners. We strongly believe that good collaboration is the corner stone of a successful project, where we all grow professionally and personally while contributing to achieving the project results. Furthermore, the Odeuropa project is venturing into the unknown. Olfactory heritage, sensory mining and olfactory mining, for many scholars, are quite unknown territories. Even the core people of the project do not have long-established expertise in all these domains. We cannot build something new if we are not open towards the unknown and feel secure enough to acknowledge our lack of knowledge. Making our shared values explicit will help us to build a successful and sustainable research community, which stretches beyond its own goals - by creating safe and fruitful work environments. This also means acknowledging all the pioneering work already done in this field. By adhering to these insights, we can help to build resilient knowledge communities for the future.

We therefore adhere to these core values:

Inclusive. We strive to be a community that welcomes and supports people of all backgrounds and identities. We have respect for each other's differences and are open to learn from them.

Open and inquisitive. Odeuropa should be a learning environment, developing collective intelligence and expanding its knowledge to as many groups as possible. We encourage questions and experimentation. It is never wrong to show your ignorance. Our members should be open to others. Ask questions - do not fight about definitions or degrade each other's expertise. Share your knowledge to different communities. We adhere to the open access policy of the EU. Promoting the best possible form of open access is a high priority for the consortium.

Collaborative and attentive. We can only make the project work if we are collaborative and attentive, putting both our brains and our senses into play. We value face-to-face discussions over text-based conversations. Project members will strive to be present (either physically or online) at all meetings where their presence is requested. We create as many opportunities as we can to work side-by-side (e.g. junior and senior scholars, academics and non-academics, scholars and supporting staff), to further knowledge exchange, learning from each other's expertise and ways of conduct.

Multisensory. As Odeuropa aims to pioneer in the field of sensory studies, we apply 'knowing by sensing' strategies. We strive to enrich all our meetings with embodied learning techniques. We open our vocabularies to new terms and concepts (e.g. "nose on sessions", to become "nose wise").

Respect and Discretion. - It's the person who counts, not the function or the deliverables. Do not burden others with your tasks. Respect other's vulnerabilities. Do not press each other to the limit, specifically not in these challenging times of covid and lockdowns. We all obtain

more if we are not overwhelmed by emails and tasks and can focus on the essentials. We are discreet, respecting each other's privacy. We are attentive to possible transgressions of our codes of conduct and pick up signals of unwanted behaviour. In case of transgression or conflict, we make sure the problem is addressed and put in the care of the right persons.

Resilient science. When exploring new horizons, conducting high-risk-high-gain research, some members of the team might be taking more risk than others. Take time for our junior collaborators - support them and help them to find their way in the project. Give them autonomy and space to develop their own talents and ideas. Protect them against probable exclusive strategies from disciplinary research domains, and attacks by other scholars. Help them find a path in the highly competitive world of science. Be friendly and patient.

Acknowledge. We are working on a topic (olfactory heritage, sensory studies) which has not (yet) been established as a globally acknowledged research domain. We can conduct our research because of the laborious work of others. Make sure everyone's work is accounted for, valued and made visible. We do not condone plagiarism or any other kind of wrongful appropriation of other's ideas and intellectual property.

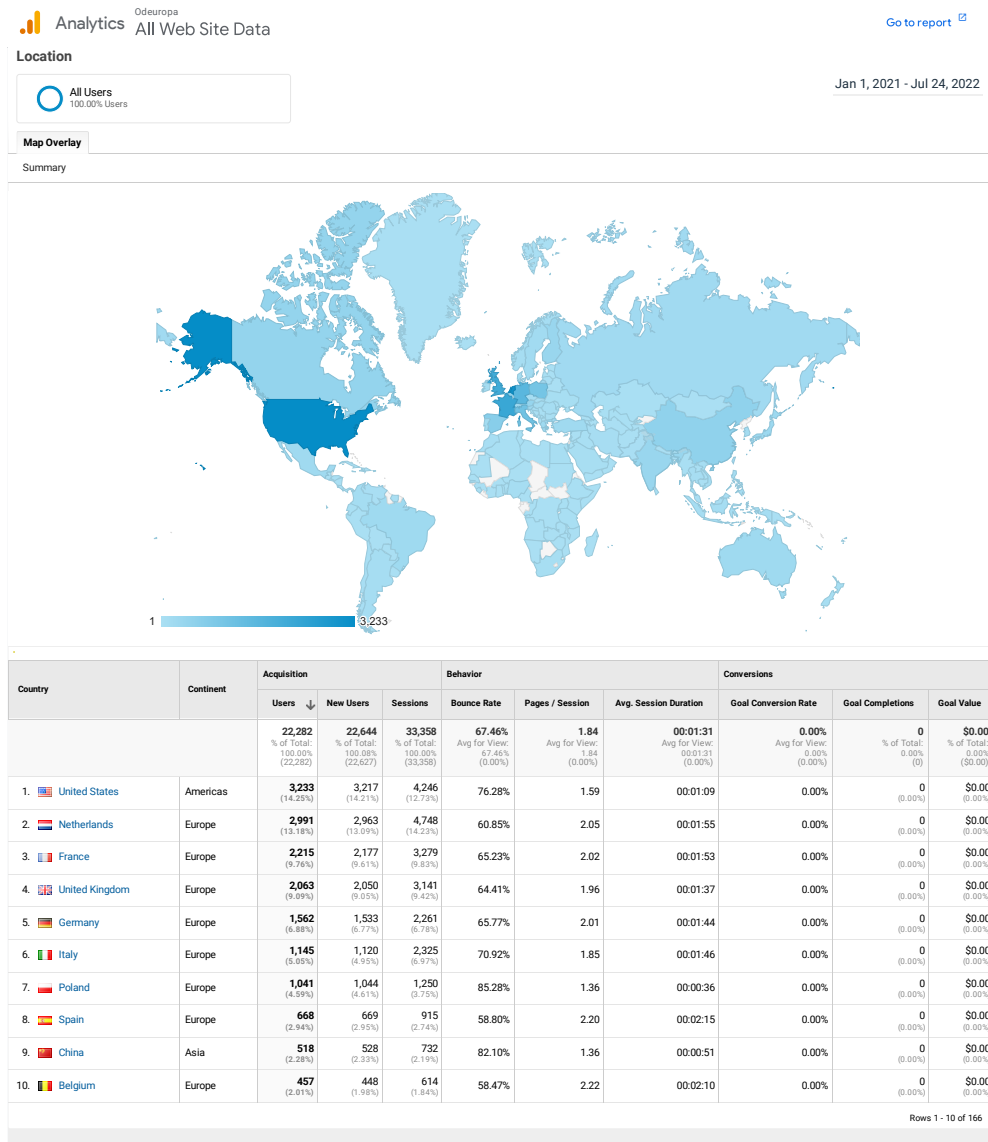
This code of conduct applies to all members of the Odeuropa community, as well as to the spaces managed by the Odeuropa project (including the websites, mailing lists and online platforms, the events we organize, and any other means of communication). If you believe someone is violating the Collaboration Charter, or shows other forms of unwanted conduct, we ask that you report it to the PI or any other member of the Project Management Team.

Appendix 3: Analytics and Sample Content

This Appendix includes:

1. An overview of historic Odeuropa website analytics and twitter analytics
2. A comparison of Odeuropa twitter account analytics (M1-3 vs M15-18)
3. A selection of recent news articles about Odeuropa
4. A sample quarterly newsletter

Overview of historic Odeuropa website analytics (M1-18)

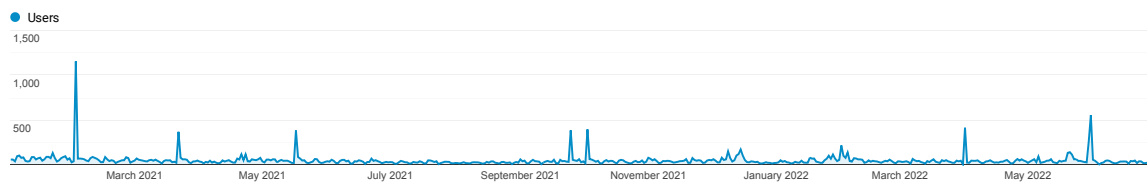


Audience Overview

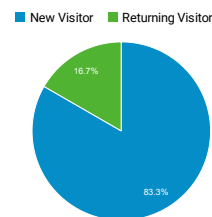
Jan 1, 2021 - Jun 30, 202

All Users
100.00% Users

Overview



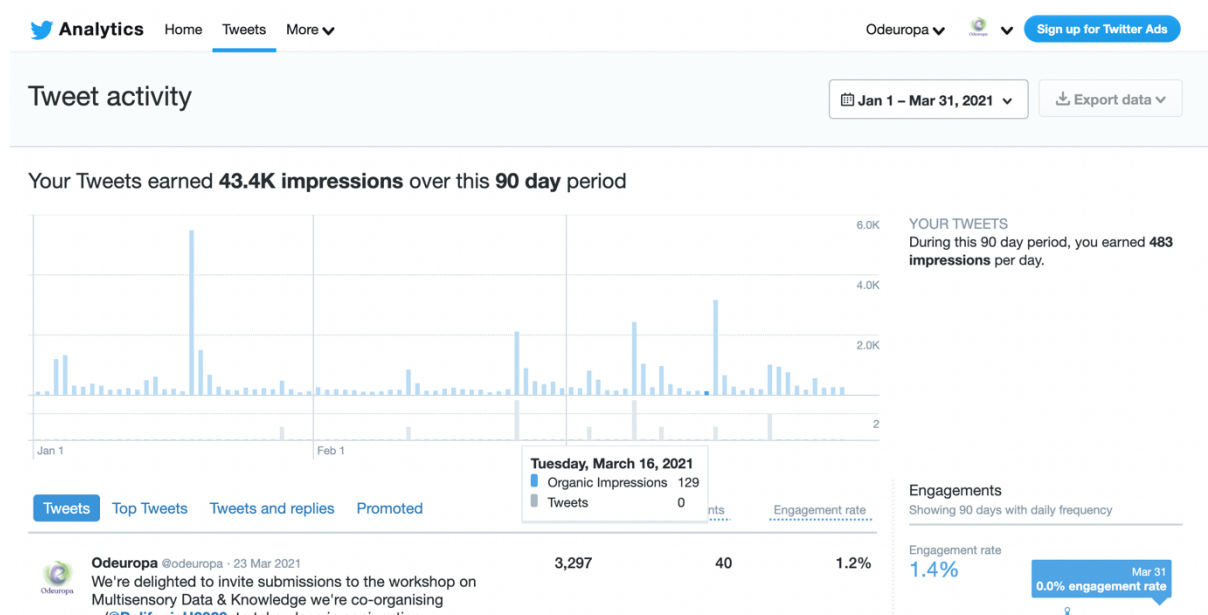
Users 21,404	New Users 21,732	Sessions 32,189	Number of Sessions per User 1.50
Pageviews 59,281	Pages / Session 1.84	Avg. Session Duration 00:01:30	Bounce Rate 67.48%



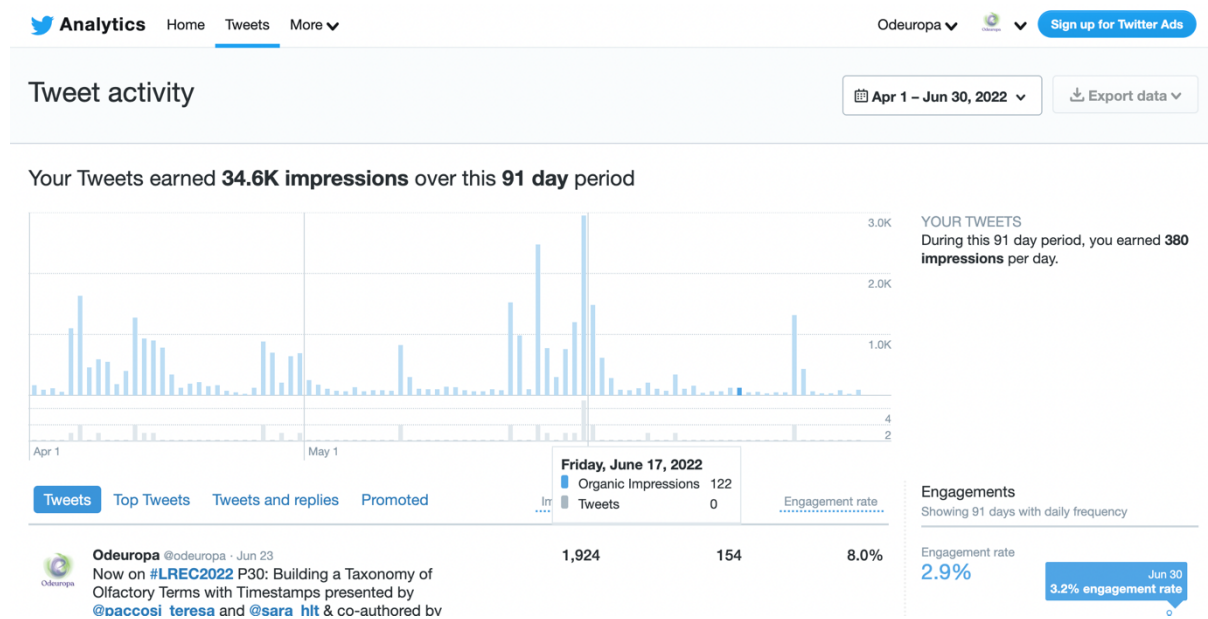
Language	Users	% Users
1. en-us	6,919	32.05%
2. en-gb	3,389	15.70%
3. nl-nl	1,537	7.12%
4. fr-fr	1,461	6.77%
5. de-de	815	3.78%
6. it-it	809	3.75%
7. pl-pl	762	3.53%
8. fr	587	2.72%
9. es-es	543	2.52%
10. de	530	2.45%

2. Comparison of Odeuropa twitter account analytics (M1-3 vs M15-18)

M1-3



M15-18



3. Selection of recent news articles about Odeuropa

- a. M1: What does history smell like? (The New York Times, USA)

What Does History Smell Like?

Researchers are finding ways to preserve scents that are disappearing. Others are recreating ones from centuries ago.

By Sophie Haigney



The embalming of William the Silent, Prince of Orange, after his assassination in 1584 would have smelled fresh, sweet and slightly medicinal.

<https://www.nytimes.com/2020/12/04/arts/design/smell-archives-preservation.html>

Full article can be read [here](#).

b. M9: Ils recréent les odeurs du passé (Science & Vie, France)



ABONNÉ

ACCUEIL

Ils recréent les odeurs du passé

PUBLIÉ LE 28 SEP 2021 À 07H30 | MODIFIÉ LE 28 SEPTEMBRE 2021 | PAR THOMAS ALLARD



© SHUTTERSTOCK X 4 - SAINT PAULS'S CATHEDRAL



Un groupe de chercheurs européens s'est lancé le défi de constituer une encyclopédie historique olfactive ! Thomas Allard a recensé pour nous les diverses techniques sur lesquelles ils comptent s'appuyer.

Que sentaient les rues de Paris ou d'Amsterdam au XVIIIe siècle ? Quelles odeurs émanaient de la terrible bataille de Waterloo, le 18 juin 1815 ? Et si nous pouvions un jour humer toutes ces odeurs du passé ? C'est le défi relevé depuis le début de cette année par une quarantaine de scientifiques européens. Ils se sont lancés dans un incroyable projet nommé Odeuropa, qui permettra de créer la toute première encyclopédie olfactive.

>> *Pourquoi se souvient-on si bien des odeurs ?*

Full article can be read [here](#).

c. M18: Kakšen vonj ima Prešernova tobačnica (Delo, Slovenia)

Kakšen vonj ima Prešernova tobačnica

Raziskovalci se ukvarjajo tudi z rekonstrukcijo vonjev, saj je doživetje muzejskega predmeta ali umetnine povsem drugačno, če je opremljeno tudi z vonjem.



Odprti galerijo

Ob vohalni izkušnji obiskovalci povsem drugače doživijo in si zapomnijo muzejski predmet ali umetnino, nanjo nikoli več ne gledajo z istimi očmi, poudarja umetnostna zgodovinarica Lizzie Marx. FOTO: arhiv Odeurope



Saša Bojc

06.07.2022 ob 19:15

06.07.2022 ob 19:27

POSLUŠAJTE



Čas branja: 10:40 min.

DELITE



Te dni so se v Ljubljani na strokovni delavnici o pomenu in vlogi vonjev v muzejski praksi zbrali nekateri največji strokovnjaki s področja dediščinske znanosti o vonjih. Z enim od prezrtih in skorajda neohranjenih vidikov naše dediščine se ukvarjajo v evropskih projektih Odeuropa in Odotheka. Multisenzorične razstave, ki jih je bilo še pred nedavnim najti le na muzejskih oddelkih za otroke ali za slepe in slabovidne obiskovalce, postajajo vse pomembnejše, saj je doživetje muzejskega predmeta ali umetnine povsem drugačno, če je opremljeno tudi z vonjem.

Že v 80. in 90. letih prejšnjega stoletja se je v stroki pojavilo vprašanje, zakaj ohranjamo zgodovinske stavbe in predmete, ne ohranjamo pa vonja preteklosti. »Skušala sem ustvariti okvir za ohranjanje vonjev z mislijo na to, da danes imamo nekatere vonje, ki so za nas pomembni, ki nosijo informacijo o tem, kakšna družba smo, s kakšnimi dejavnostmi se ukvarjamo, kakšne predmete imamo in kdo so ljudje, ki jih cenimo. Toda ko vir vonja izgine, ko stavbo porušimo, človek umre in dejavnosti niso več žive, izginejo tudi njihovi značilni vonji. Kako ohraniti ves spekter dediščine za prihodnje generacije, je cilj mojih raziskav,« je za *Delo* povedala dr. Cecilia Bembibre, ki se na Univerzitetnem kolidžu v Londonu ukvarja z rekonstrukcijo in ohranjanjem vonjev.

V raziskavi deluje na rekonstrukciji vonjev

Full article can be read [here](#).

5. Sample quarterly newsletter

Sunday, February 6, 2022 at 23:37:14 Greenwich Mean Time

Subject: [PREVIEW] Odeuropa Autumn Newsletter
Date: Sunday, 12 December 2021 at 22:24:49 Greenwich Mean Time
From: Odeuropa
To: Bembibre Jacobo, Cecilia

⚠ Caution: External sender



Dear friends,

We're delighted to get in touch with our latest news.

It's been busy lately at Odeuropa HQ - we completed several technical tasks so we now have a first version of our text benchmark dataset and an almost first version of our image benchmark. We are also on schedule to deliver our second project milestone on time at the end of this month: the first version of the European Olfactory Knowledge Graph.

If you would like to find out more about how we are teaching computers to 'see' smells in artworks, our colleagues Mathias Zinnen and Sofia Ehrich explain the process step-by-step in [our latest video](#).



We've also had a chance to engage in international discussions about smell history, AI and

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Full newsletter can be viewed [here](#).