



**ZERO BRINE**

## **D10.1 Communication strategy**

September 2018



Deliverable 10.1	Communication strategy
<b>Related Work Package</b>	10 – Dissemination & Communication
<b>Deliverable lead</b>	Revolve Media
<b>Author(s)</b>	Stuart Reigeluth, REVOLVE Vanessa Vivian Wabitsch, REVOLVE Danielle Kutka, REVOLVE
<b>Contact</b>	<a href="mailto:stuart@revolve.media">stuart@revolve.media</a> <a href="mailto:vanessa@revolve.media">vanessa@revolve.media</a> <a href="mailto:danielle@revolve.media">danielle@revolve.media</a>
<b>Reviewer</b>	Roelof Moll, TU Delft
<b>Grant Agreement Number</b>	730390
<b>Instrument</b>	Horizon 2020 Framework Programme
<b>Start date</b>	1.6.2017
<b>Duration</b>	48 months
<b>Website</b>	<a href="http://www.zerobrine.eu">www.zerobrine.eu</a>



The ZERO BRINE project has received funding from the European Commission under the Horizon 2020 programme, Grant Agreement no. 730390.

The opinions expressed in this document reflect only the author's view and in no way reflect the European Commission's opinions. The European Commission is not responsible for any use that may be made of the information it contains.

# Table of Contents

<b>1. Overview of the project</b>	<b>3</b>
<b>2. Objective of WP10 Communication and Dissemination</b>	<b>3</b>
<b>3. Strategy &amp; Implementation</b>	<b>5</b>
<b>a. Methodology</b>	<b>5</b>
<b>b. Stakeholder analysis</b>	<b>7</b>
i. Enablers	8
ii. Leaders	9
iii. Group Multipliers	10
<b>c. Stakeholder mapping</b>	<b>12</b>
<b>d. Communication Matrix</b>	<b>15</b>
<b>e. Project Branding</b>	<b>18</b>
i. Visual identity	18
iii. Templates	19
<b>f. External communication</b>	<b>19</b>
i. Website	19
ii. Newsletter	22
iii. Communication materials	24
iv. Video	24
v. Media relations	24
vi. Social media	25
<b>g. Events, conferences &amp; field trips</b>	<b>28</b>
<b>h. Common dissemination and collaboration with related EU-projects</b>	<b>31</b>
<b>i. Internal Communication</b>	<b>32</b>

## 1. Overview of the project

---

ZERO BRINE aims to develop concepts, technological solutions and business models to redesign the value and supply chains of minerals (including magnesium) and water. Coordinated by TU Delft, the ZERO BRINE project advances circular economy solutions to reduce industrial saline wastewater streams by recovering and reusing the minerals and water from the brine in other industries, thus ‘closing the loop’ and improving environmental impacts of production. The ZERO BRINE consortium includes 22 partners from research institutes, SMEs, construction companies, and end-users from 10 countries. ZERO BRINE integrates innovative technologies to recover water and minerals of sufficient purity and quality for good market value. Including demonstration projects in Rotterdam Port, Netherlands, and 3 others pilot projects in Spain, Poland and Turkey, ZERO BRINE is a 4-year Innovation Action (IA) that provides massive potential to replicate and deploy circular economy solutions in the field of industrial water treatment.

## 2. Objective of WP10 Communication and Dissemination

---

Communication and dissemination of the project outcomes is key to ensure that the relevant stakeholders are reached effectively, highlighting key results, and showing opportunities for supporting exploitation, up-take from policy, business and industry to ensure long-term impact. The objective of the ZERO BRINE communication strategy is to deliver the project outcomes to the right stakeholders through external communication as well as enable optimal project results via internal communication. The ultimate goal of ZERO BRINE is to help raise awareness about the value of this business model and thus to advance the circular economy concept for the project’s replication in other industries and sectors to increase Europe’s competitiveness globally.

The communication and dissemination strategy and plan provide a clear overview on how all the communication channels, activities and tools are working together to address the relevant stakeholder groups (process industries, mineral producers/distributors, end users, academia and research, innovative SMEs, authorities, policy makers, investors, environmental agencies, European Technology Platforms, SPIRE network, industrial clusters, media). Work Package 10 is a horizontal work package, bridging in a cross-cutting way ZERO BRINE’s activities, products and achievements. Although the content of this document relates directly to WP 10, the strategy will not succeed without the full cooperation of the coordinator and the work package leaders, all project partners’ direct involvement and support from the Advisory Board members.

The dissemination and communication strategy and plan explains how and when we will ensure that ZERO BRINE is visible as a project and maximises impact in terms of research, policy and practical relevance.

The work will be divided into two areas:

- 1) the communication activities will support partners in implementation using different tools and methods;
- 2) the dissemination activities will target the external stakeholders and support the awareness raising and advocacy work in relation with ZERO BRINE products and results.

From the perspective of Communication activities, the overall aims of the strategy are:

- to contribute to networking and exchange of information and experiences between organisations and networks, to facilitate regular flows of information between project partners and enable partners to receive regular process updates from the pilot projects and case study;
- to support partners in communicating and disseminating their work.
- To provide communication tools and a platform for effective dissemination and engagement based on a coherent strategy
- To establish and maintain dialogue with and between relevant stakeholders
- To facilitate regular flows of information between project partners and to ensure a constant exchange of information between research and policy developments

From the perspective of Dissemination activities, the overall aims of the strategy are:

- to inform and raise awareness about the work in ZERO BRINE, the innovation of the product and technologies used by disseminating the approaches and results of the project among relevant stakeholders at the EU, national and subnational levels;
- to disseminate widely and effectively ZERO BRINE's outputs through various channels to translate technical language and research findings into appropriate messages for **different audiences**.
- to **engage, influence and educate** relevant stakeholders with the aim of positively affecting technology uptake, research and legislative framework development.
- To organise at least three stakeholder consultation events
- To perform field visits to the pilot demonstration projects for various target groups (journalists, politicians, students etc.) to understand the sustainable process being implemented
- To make stakeholders understand the aim of the project and appreciate its significance for their own organisation and clients

## 3. Strategy & Implementation

---

### a. Methodology

The above-mentioned aims will be achieved by the tasks and activities of WP10.

Representing and aligning with the respective milestones of the project, the deliverables are the actual products created by the partners. Deliverables allow coordinator and work package leaders to make sure that progress and targets are being met in a timely and efficient manner.

The deliverables for communicating the ZERO BRINE project are:

D10.1	Communication Planning Strategy	M1-M3	Jun-17 /Sept-18
	Visual Identity Guidelines	M1-M3	Jun-17
D10.2	Website Development Launch	M4	Sep-17
D10.3	Policy Briefs/Reports	M24	May-19
D10.4	Field Visits Reports	M24	May-19
D10.5	Report on consultation events	M42	Nov-20
D10.6	Final conference proceedings	M48	May-21
D10.7	Report on capacity-building events	M48	May-21

REVOLVE is work package leader of WP 10 (Dissemination and communication) of ZERO BRINE and will coordinate the implementation of activities. REVOLVE leads task 10.1 ‘Develop a communication strategy including stakeholder analysis and core communication tools’, task 10.3 ‘Policy briefs’, task 10.4 ‘ZERO BRINE website’, task 10.5 ‘Dissemination at high level conferences and events’ and task 10.6 ‘Capacity building’. TU Delft, the coordinator, is specifically responsible for task 10.2 stakeholder consultation events and task 10.7 ‘Final ZERO BRINE Conference’ with WssTP. However, all partners will be involved in the activities undertaken in WP10 and responsible for the successful dissemination of ZERO BRINE.

This strategy will be available to all project partners for reference and guidance. It has been developed with reference to [Communicating research for evidence-based policymaking. A practical guide for researchers in socio-economic sciences and humanities](#) (European Commission, 2011) and

[Communicating EU Research & Innovation: A guide for project participants](#) (European Commission, 2012).

The Dissemination and Communication strategy and plan represents the guide for partners towards the related activities and outline the appropriate channels and materials. The following key activities will be developed and undertaken:

1. Dissemination and communication strategy and plan
2. Stakeholder analysis and mapping process;
3. Logo and visual identity for the project;
4. Key messages and communication tools: Agreed and quality-controlled dissemination materials (leaflets, roll up, infographics, presentations, newsletters, posters, videos);
5. Develop and manage the ZERO BRINE website;
6. Social media (Twitter, LinkedIn, YouTube);
7. Media relations: Press releases issued and press conferences during ZERO BRINE 'peak' times; Published project materials and publications in peer review scientific journals; Press conferences;
8. Policy briefs for policy makers and experts and dissemination material;
9. Ensuring dissemination at high level conferences and events and networking with other similar projects and international initiatives: Presentations at conferences and events related to trans-disciplinary platforms in water, circular economy and sustainable development fields;
10. Capacity building activities – educational activities, site visits, training sessions – as a way of engaging and educating the relevant target groups and advance progress.

The activities of WP 10 are to be discussed with partners on an on-going basis, to provide up-to-date information and ensure the access for all partners to project materials, and ensure that all the dissemination messages are coherent and consistent. The aim is to support ZERO BRINE in achieving maximum impact on all identified target groups and all policy areas.

Part of this work will entail rewriting, editing, and 'translating' academic or policy materials into more accessible materials; such editing and redrafting will be carried out in close consultation with partners to ensure communications, dissemination and policy are consistent with the science. The work undertaken in WP 10 will contribute to ensuring the sustainability and transferability of ZERO BRINE's results. It includes the transfer of knowledge, raising awareness and supporting partners in other processes needed for transferability, future take-up, scale-up and follow-up.

According to the Article 29.1 of the Grant Agreement, each ZERO BRINE partner is required to disseminate the results that it has ownership of as soon as possible and to the best of their abilities to the public by appropriate means, including scientific publications, newsletters, and media. Article 29.2 states all the partners have to ensure open access to all peer-reviewed scientific publications relating

to its results. The aim of WP10 is to support dissemination activities of all partners. This is ensured by continuous interaction and exchange between REVOLVE and the respective WP leaders.

The language of this project is English. For purposes of consistency, we recommend adherence to British English spelling conventions where possible<sup>1</sup>. In order to avoid unnecessary editorial work at later stages, we recommend reading/scanning the guidelines in the [EC DG Translation English Language Style Guide](#).

## b. Stakeholder analysis

The basis of the communication & dissemination strategy is an in-depth stakeholder analysis and mapping. It is important that ZERO BRINE's findings are disseminated widely to its different target audiences. The aim of the stakeholder analysis is to identify how ZERO BRINE will affect or be affected by different groups of relevant stakeholders. It will sort them according to their impact on the project and the impact the action will have on them. This information will be used to target dissemination activities and prepare different advocacy steps. The Stakeholder Analysis will be used to assess how effectively we disseminate the project's findings and recommendations, and ascertain if targeted efforts are needed to reach certain stakeholders or audiences.

In order to ensure ZERO BRINE's impact and influence and target communication and dissemination activities effectively, it is also important to consider the level of influence that stakeholders have, and to focus the most attention on reaching those stakeholders that are most likely to help ZERO BRINE achieve its objectives and have a strong impact. The figures below, by Mendelow<sup>2</sup> can be helpful in understanding the concept of influence:

Figure 1 Equation of Influence (Mendelow)

**Power is the ability to influence objectives (how much they can)**

**Interest is the stakeholder's willingness (how much they care)**

**Influence = Power x Interest**

<sup>1</sup> See for example Oxford English Dictionary at <http://oxforddictionaries.com/>

<sup>2</sup> Mendelow's Power-interest grid (Aubrey L. Mendelow, Kent State University, Ohio 1991)



Figure 2 Identifying Key Stakeholders (Mendelow)

		Interest	
		Low	High
Power	Low	Minimal effort	Keep informed
	High	Keep satisfied	<b><u>KEY PLAYER</u></b>

The communication and dissemination plan is structured in a way to reflect the different roles that various stakeholders can play in the transition to circular economy. These stakeholders can be grouped into three broad categories: (a) **Enablers**; (b) **Leaders**; and (c) **Multipliers**.

In the table below, an overview of the stakeholders is provided and the respective tasks in the communication and dissemination plan that are planned to address and engage them.

### i. Enablers

ZERO BRINE puts on the spot of the enabling stakeholders **innovative SMEs** and in general innovative technologies. Five innovative, strategic technologies on brine management are included in the ZERO BRINE project, covering the whole spectrum of treatment steps (from ion separation to evaporation, crystallisation and organics treatment) required to effectively treat virtually every possible industry brine stream. In ZERO BRINE apart from the innovative technologies being provided by consortium partners (SEALEAU, TYPASA, NTUA, TU DELFT, UNIPA, CTM, POLSL), system integrators and engineering companies are also included (LENNTECH, WITTEVEEN+BOS, TYPASA, FACSA) to have a complete set of technology suppliers and integrators that can act as ZERO BRINE TASK FORCE during the project implementation, as well as in its aftermath.

**Policy makers**, such as authorities, environmental agencies, European institutions, and others can set out a policy framework that can address possible EU (or/and national) regulatory barriers. In ZERO BRINE a number of tasks are foreseen to inform this group about the project results and thus allow them to develop practical lines of action to address these barriers. The environmental agency of the area where the large-scale demonstration will be developed (Botlek area, Netherlands) is called DCMR, and has already been contacted in the proposal preparation stage, expressing their interest to collaborate (especially for the Innovation Deal task).

Last but not least, the **investment community** is also considered as a key stakeholder group, since follow-up investment will be needed to implement the solutions at full-scale, replicate the project results in other process industries, as well as to implement the business plan of the innovative SMEs (very frequently start-ups). This additional or follow-up funding is addressed through either private investors (angel and institutional investors) or public funding.

## ii. Leaders

The European Commission stated that business is in the driver of the transition to a circular economy. In response, ZERO BRINE recognises the process industries (which are the brine generators), the mineral producers/distributors and other end-users as the leaders of this transition. These stakeholders are the main users of the project results with the interest to deliver a new product and/or service to the market. For ZERO BRINE, the industries involved are HUNTSMAN, EUROPIREN, EVIDES, IQE, TAURON, ZORLU, while more lead users will be engaged throughout the project implementation. Taking this a step further, ZERO BRINE recognises the importance of changing behaviour and mindset at short time scales and thus puts education at the spot, creating the skill base to drive circular innovation. To design the dissemination and communication strategy for this group, the innovation questions and their needs were initially addressed. The main lead users are:

- **Salt producers:** European production of salt is estimated at 66Mt in 2012, representing 24% of the world total. Leading regional producers are Germany, Russia, the Netherlands, UK, Spain, Ukraine and Poland. In ZERO BRINE, stakeholders from all three salt production methods are involved either as partners (e.g. EUROPIREN) or as members of the Advisory Board (Akzo Nobel, Hellenic Saltworks).
- **Magnesium producers:** The production of magnesium hydroxide in EU had reached to 127,674 Tons in 2015 and is expected to grow at a Compound Annual Growth Rate (CAGR) of 2.62% from 2016 to 2021. The major production regions mainly located in Netherlands, Austria, Russia and Germany, while the major manufacturers in EU are: Russian Mining Chemical, RHI, J.M. Huber, Nabaltec, Kisuma Chemicals, Nedmag and Kaustik. EUROPIREN (partially owned by Russian Mining Chemical) is a partner of ZERO BRINE consortium.
- **Coal mines:** Coal mining remains an important industry in the EU. Coal mines produce vast amount of waters, which generates the necessity of saline water utilisation. High salinity of coal mine waters occurs because the seams of the coalfield lie in predominantly sandstone strata in which waters within this aquifer gradually increase in salinity with increasing depth. In WP3, an industrial pilot demonstration will take place, coordinated by POLSL. A Letter of Support has been obtained from the company TAURON which owns three coal mines.
- **Brine generators:** Saline impaired effluent can be generated either due to salt consumption during production process of an industrial activity or because of a desalination process to treat raw water into high quality industry water. Amongst brine generators are salt consumers, silica industries, textile industries (ZERO BRINE pilot project WP3 by Zorlu group), industry water production.

Furthermore, end-users of the ZERO BRINE technology are part of the leaders group.

### iii. Group Multipliers

This group serves for the broader dissemination of the project results, as well as for the replication in other industrial sectors. **European Technology Platforms** and **national water platforms**, including WssTP, EURATEX, CEFIC, AEAS and PTEA, can play a key role in that, ensuring that industrial decision makers are properly involved. WssTP is a partner to the project and will provide the link to other platforms as well. Apart from the platforms, **European Water Umbrella organisations** such as EurEau, European Water Association, European Water Partnership, EurAqua, Aqua Europa, NetworkH2O, the European Manufacturers of Water and Thermal energy meters, European Membrane Society etc., will also be engaged. **SPIRE community** can also act as a multiplier of the project results by leveraging the network with the process industry. ZERO BRINE involves ISPT as a project partner, while the TU Delft Process Technology Institute (DPTI) has provided a Letter of Endorsement for ZERO BRINE project (see also Section 4), supporting the project during its implementation, as well as promoting its results after its successful completion. World leading **engineering companies** will also play a role in multiplying the effect of the project results through their clients on a worldwide basis. WITTEVEEN+BOS and TYPASA are members of the project consortium. Finally, **universities and research institutes** will promote wide dissemination of the project results to the academic/scientific community, while **journalists and other media outlets** to the general public.

Stakeholders		Task 10.1	Communication strategy	Task 10.2 Stakeholder consultation	Task 10.3 Policy briefs	Task 10.4 ZERO BRINE website	Task 10.5 Dissemination at conferences/events	Task 10.6 Capacity building	Taks 10.7 Final conference
		Enablers	Authorities						
European Institutions									
Innovative SMEs									
Investors									
Policy makers									
Environmental agencies									
Standardisation organisations									
Leaders	Process industries								
	Mineral producers/distributors								
	End users								
Multipliers	European Technology Platforms								
	SPIRE network								
	Universities and Research institutes								
	Engineering companies								
	Industrial clusters								
	Media								

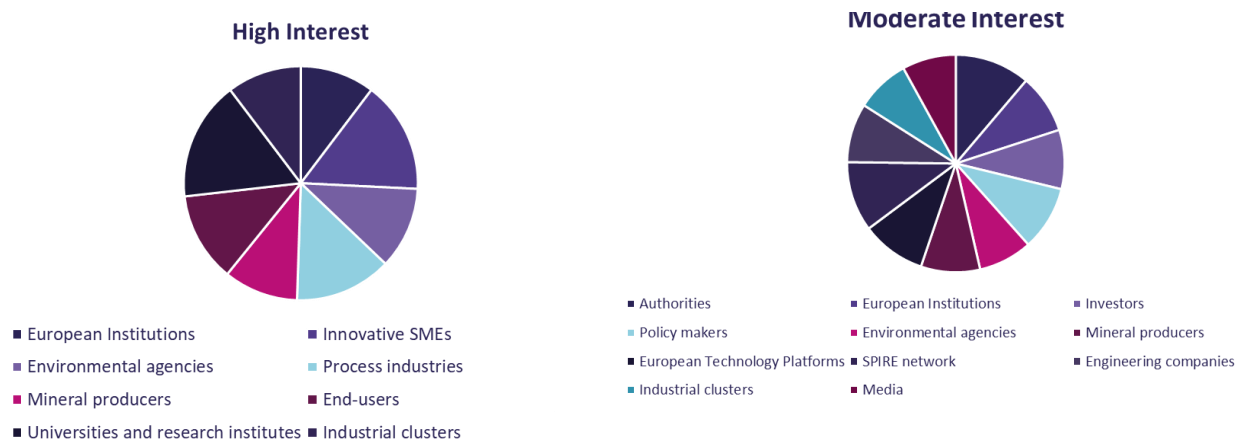
### c. Stakeholder mapping

The aim of the stakeholder mapping exercise is to identify and map out the key organisations and professionals relevant for ZERO BRINE and to disseminate, communicate and exploit ZERO BRINE results.

The stakeholder mapping is not only elementary for the communication and outreach (WP10) of the project but also the business plan/ exploitation (WP8) as well as Brine Excellence Centres (WP5), Online Brine Platform (WP6), Sustainability Performance (WP7) and Innovation deal/Policy review (WP9). Therefore, the stakeholder mapping is integrating inputs from all partners to contribute to the evaluation of the importance and key aspects in the outreach to the stakeholder groups as well as to the contact database.

The objective of the online survey for the External stakeholder mapping is to evaluate the stakeholder groups to target them effectively. The survey included the topics such as the interest of the stakeholder groups in Zero Brine, their importance to the project’s success, the interest of the stakeholder groups, the preference communication of the stakeholder groups and the capacity to disseminate the project. The Online survey was conducted in June 2018 with a participation of 90% of the Zero Brine partners.

Figure 3 Interest of stakeholder groups in Zero Brine



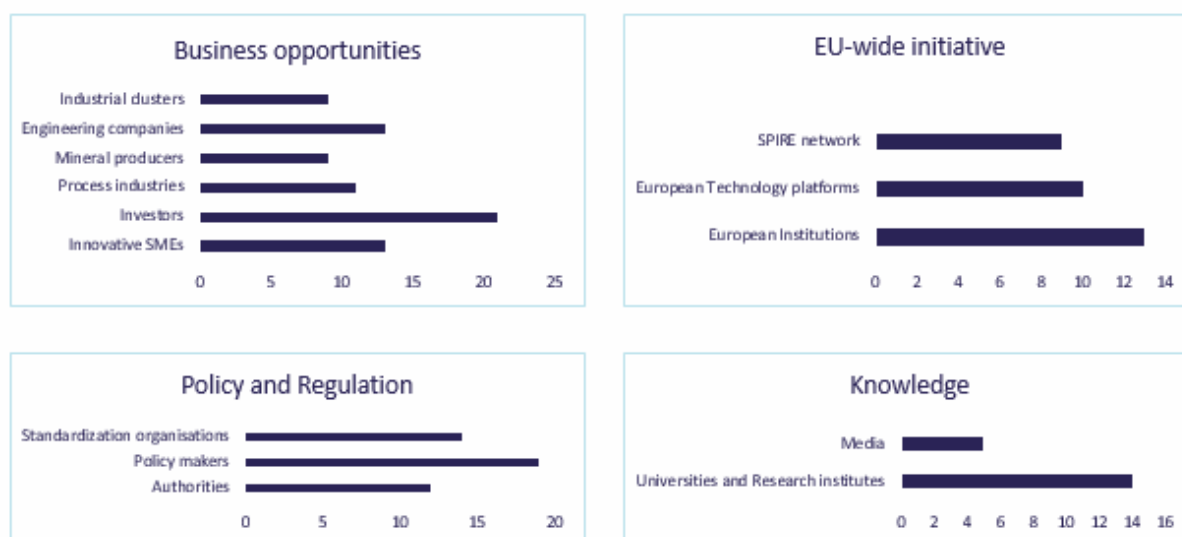
Stakeholder groups such as European institutions, innovative SMEs, Mineral producers, Process industries etc. are expected to be highly interested in Zero Brine, whereas Authorities, Policy makers, investors, media etc. are evaluated to be moderately interested in the project (see Figure 3).

Figure 4 Importance of stakeholder groups to Zero Brine’s success



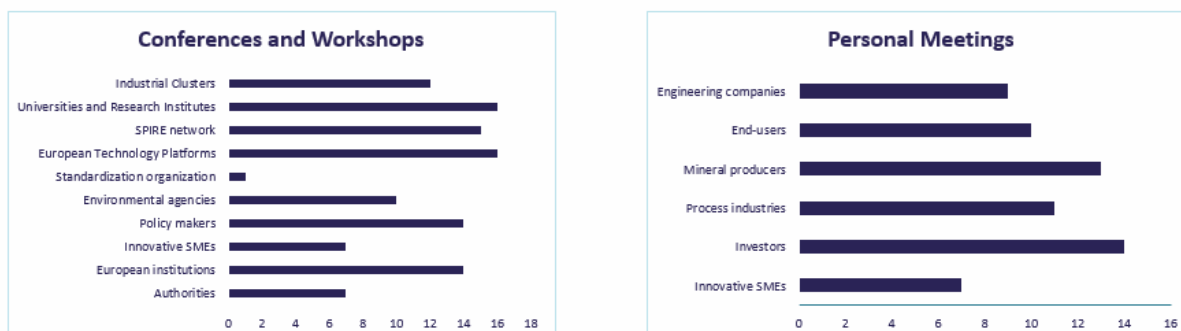
The survey shows that European institutions, innovative SMEs, process industries, end-users etc. are expected to be highly important to Zero Brine’s success. Authorities, standardisation organisations, Universities etc. are rated to be of media importance (see Figure 4).

Figure 5 What is the main interest of the stakeholder groups



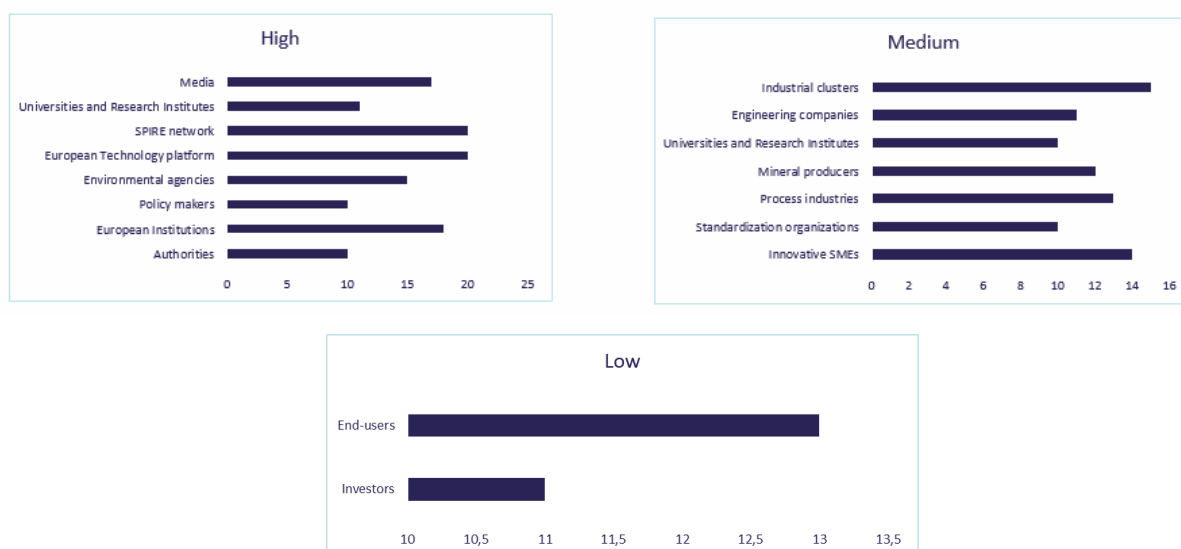
The main interest of stakeholders are business opportunities (industrial cluster, engineering companies, mineral producers etc.), EU-wide initiative, policy and regulation and knowledge (see Figure 5).

Figure 6 Preferred communication of the stakeholder groups



The preferred communication of Zero Brine stakeholders are conferences and workshops as well as personal meetings (see Figure 6). Hence, personal communication is expected to be the most effective one. Communication tools such as direct mailing, social media, newsletters etc. are part of the mix and lead to personal interaction.

Figure 7 Capacity to disseminate Zero Brine



Stakeholders such as media, universities, SPIRE network etc. are expected to have a high capacity in disseminating Zero Brine, whereas industrial cluster, engineering companies or mineral producers show medium capacity (see Figure 7).

In conclusion of the online survey, we see a need in driving interest of moderately interested stakeholders that are of high importance for ZERO BRINE’s success such as Mineral producers, Environmental agencies, European institutions, Industrial clusters, European Technology platforms. Effective communication campaigns will be addressing business opportunities, policy and EU-wide initiative.

For engaging the Zero Brine stakeholder groups, a contact database is elementary. The document will therefore list names and email addresses by interest area. This information will be used to create a comprehensive mailing list (while adhering to any applicable EU data protection/privacy laws). The Zero Brine Privacy Policy shows that the database is in line with the GDPR regulation (see Annex).

All ZERO BRINE partners cover the entire spectrum of key stakeholder groups targeted by the project. ZERO BRINE is making use of their networks and create contact database to ensure the communication with all the audiences. Between March 2018 and June 2018 Zero Brine partners shared their contacts with REVOLVE that is collecting the information. During the stakeholder workshop at the General Assembly in June 2018 Zero Brine consortium partners shared key company names and contacts of the respective stakeholder groups to complete the database. REVOLVE will ensure to include the key stakeholder in the database. The exercise will be conducted on a regular basis and updates will be requested from partners along the projects' implementation process.

The results of the stakeholder analysis will be discussed at the project meetings and circulated to partners for additional comment and additions.

## d. Communication Matrix

Stakeholder	Example organisations	Main communication dissemination activities addressing them	& +
<b>ENABLERS</b>			
<b>Authorities</b>	Key countries: Netherlands, United Kingdom, Spain, Greece, Germany, Poland, Sweden, Italy, France	Website Scientific publications Publications Video Conferences & events Specialised workshops Press releases Newsletters Social media Press conference Stakeholder consultation Policy briefs	
<b>European Institutions</b>	European Commission European Parliament European Council	Website Publications Video Conferences & events Press releases Newsletters	



		<p>Social media</p> <p>Press conference</p> <p>Policy briefs</p>
<b>Innovative SMEs</b>	<p>SEALEAU</p> <p>LENNTECH</p>	<p>Website</p> <p>Scientific publications</p> <p>Publications</p> <p>Video</p> <p>Conferences &amp; events</p> <p>Specialised workshops</p> <p>Press releases</p> <p>Newsletters</p> <p>Social media</p> <p>Press conference</p> <p>Stakeholder consultation</p>
<b>Investors</b>	<p>Business angels</p> <p>Public funding</p>	<p>Website</p> <p>Publications</p> <p>Video</p> <p>Conferences &amp; events</p> <p>Press releases</p> <p>Newsletters</p> <p>Social media</p> <p>Policy briefs</p>
<b>Policy makers</b>	<p>European Institutions</p> <p>National Ministries</p> <p>Local Municipalities</p>	<p>Website</p> <p>Publications</p> <p>Video</p> <p>Conferences &amp; events</p> <p>Press releases</p> <p>Newsletters</p> <p>Social media</p> <p>Press conference</p> <p>Stakeholder consultation</p> <p>Policy briefs</p>
<b>Environmental agencies</b>	<p>DCMR</p> <p>EEA</p> <p>Greenpeace</p> <p>WWF</p>	<p>Website</p> <p>Scientific publications</p> <p>Publications</p> <p>Video</p> <p>Conferences &amp; events</p> <p>Press releases</p> <p>Newsletters</p> <p>Social media</p> <p>Press conference</p> <p>Stakeholder consultation</p> <p>Policy briefs</p>
<b>Standardisation organisations</b>		<p>Website</p> <p>Publications</p> <p>Video</p> <p>Specialised workshops</p> <p>Press releases</p> <p>Newsletters</p>

		Social media Stakeholder consultation
<b>LEADERS</b>		
<b>Process industries</b>	HUNTSMAN EUROPIREN EVIDES IQE TAURON ZORLU	Website Scientific publications Publications Video Conferences & events Specialised workshops Press releases Newsletters Social media Press conference Stakeholder consultation
<b>Mineral producers/distributors</b>	Salt producers: EUROPIREN, Akzo Nobel, Hellenic Saltworks Magnesium producers: Russian Mining Chemical, RHI, J.M. Huber, Nabaltec, Kisuma Chemicals, Nedmag and Kaustik	See process industries
<b>End-users</b>		See process industries
<b>MULTIPLIERS</b>		
<b>European Technology Platforms</b>	WssTP EURATEX CEFIC EurEau European Innovation Platform (EIP) for Water European Water Association European Water Partnership EurAqua Aqua Europa NetworkH2O European Manufacturers of Water and Thermal energy meters European Membrane Society	Website Scientific publications Publications Video Conferences & events Specialised workshops Press releases Newsletters Social media Press conference Stakeholder consultation Policy briefs
<b>SPIRE network</b>	ISPT TU Delft Process Technology Institute (DPTI)	Website Scientific publications Publications Conferences & events Specialised workshops Press releases Newsletters Stakeholder consultation
<b>Universities</b>	TU DELFT NTUA UNIPA UNIABDN	See SPIRE network

<b>Engineering companies</b>	WITTEVEN+BOS TYPASA	See process industries
<b>Industrial clusters / Ports</b>	European Desalination Association ICT4Water Water treatment cluster	See process industries
<b>Media</b>	Industrial Water World WaterBiz Water Digest W&WD Water Desalination reuse Water proof Worldwater reuse & desalination Waterspiegel EurActiv EnergyPost Revolve Magazine Politico Europe	Website Publications Video Press releases Newsletters Social media Press conference

## e. Project Branding

### i. Visual identity

A brand is not a logo and a logo does not make a brand. A project brand comprises its different partners, the theme of the project, and the overall culture that the consortium is communicating. As part of an EU Horizon 2020 consortium, the project will be communicating a culture of the circular economy, recovering resources from industrial waste water. The ZERO BRINE project is advancing the circular economy in industrial processes as part of its branding.

The visual identity of the project will differentiate ZERO BRINE while making it memorable. It comprises the logo, icon and slogan. The logo will be the visual messenger of the project and it will be reflected in all the communication materials. The slogan (also known as the motto, strapline or tagline) can be a generic 3-word formula or a short call to action representing the goal and culture of the project. The slogan does not need to be technical in orientation, as the project is quite technical usually, particularly when referring to research and innovation projects. Revolve therefore recommends using a broader more common slogan to communicate the project. However, if no popular slogan is found after a certain amount, then a more generic approach is needed to communicate the project to the more important stakeholder groups. An advanced variation of the triple-word formula is used to communicate the goals of the ZERO BRINE project: **Industrial Wastewater | Resource Recovery | Circular Economy**. See the **Visual Identity Guidelines in the Annex** for more details.

The visual identity of the ZERO BRINE project consists of an infinity sign that is cut in two and turned vertically to imply the circular economy and refer to a continuous ribbon such as the Moebius Strip that is connected in unexpected circularity. The ribbon is also reminiscent of a drop that applies well for a project related to water and the crystals inside the ribbon are indicative of the brine from industrial wastewater, demonstrating the flow and movement of changing elements in the processing of reusing waste.

The visual identity was presented to TU Delft in December 2017.

## ii. Templates

Based on the visual identity of the project, all template derivatives and dissemination materials can be created. **Visual identity derivatives** include PowerPoint presentation slides template, Report template, Word press releases template and letterhead for all consortium partners to use when presenting or communicating the project's activities externally.

The communication package lead is available at all times to help the partner adjust or adapt a letter, presentation or press release. All templates are developed in accordance with the rules and regulations of communicating projects funded by the European Commission with the appropriate flag and disclaimer where appropriate.

The visual identity including templates were presented to TU Delft by 22/12/2017. The final version was delivered by 31/3/2018.

## f. External communication

External communication is the transmission of the ZERO BRINE project to stakeholders outside the project consortium. For optimal outreach to external stakeholders, communication tools will be provided. External communication tools and channels include the ZERO BRINE website, the newsletters to link back to the project website and thus drive some additional traffic and communication materials for offline and online communication. The ZERO BRINE project will produce policy briefs to be used for stakeholder consultation events as well as for the broader 'marketing' of the project's added-value with policy- and decision-makers within the European institutions as well as local and regional authorities.

### i. Website

A project-dedicated **website (<https://zerobrine.eu/>)** is the main communication and dissemination platform to allow stakeholders, end-users, the media to have access to the project development and results launched and developed in WP10. It also hosts all the dissemination deliverables, promoting relevant content (news, editorials, videos, infographics, events, etc.) for the key stakeholder groups,

engaging them in the conversation. The website is a content generation tool where partners are involved in developing content and increasing the visibility of the project and maximising its impact.

The ZERO BRINE website will also be used to share the public results of the project; it will include downloadable PR material, including leaflets, pictures and short movies of project results, explained appropriately for the general public. The website will be a repository for all documentation generated during the project and will provide a clear and open discussion of the potential and limitations of the system and to allow exposure of the system to market for future commercial purposes.

The key aims of the website are to:

- 1) **Become the primary point of contact and information for ZERO BRINE:** To explain about the project's aims, provide the latest news updates, provide documents for download, and view social media activity related to the project.
- 2) **To act as a more general hub for research on issues relevant to ZERO BRINE:** To provide important updates on external policy/research developments that have an impact or are of interest to ZERO BRINE. This helps frame the project within a dynamic policy environment.

This website contains the following sections and features (to be adapted/changed based on the website structure agreed):

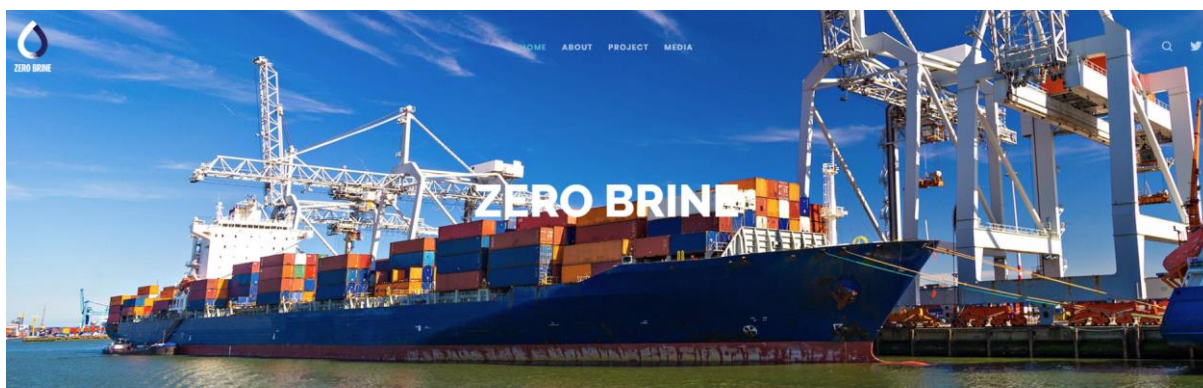
- **Homepage**
- **About**
  - a. **What is ZERO BRINE? What are its objectives?**

An overview presentation about the Zero Brine project and its objectives. It can include text, a list and a few embedded videos/images or animations.
  - b. **Consortium**
    - **Partners**
    - **Map**
    - **Advisory board**
  - c. **Contact**
- **Project**
  - a. **Our Work (Work Packages)**

Information about the project's structure, a 4 year timeline with the main milestones described. Each element in the timeline will include title, some text, knowledge base links and a graphical element (image, video/animation or photo gallery).
  - b. **Pilot Projects**
  - c. **Brine Excellence Centres**
  - d. **Online Brine Platform**
- **Resources**

- a. **Deliverables & Scientific documents**
- b. **Policy Reports**
- c. **Fact Sheets**
- **Media**
  - a. **Visual identity**
  - b. **Project Events**  
Can be presented as a news list or as blog articles list. The layouts are quite standard, but we can decide if we want a classical list (newest first), a grid layout or a masonry layout.
  - c. **External events**
  - d. **Newsletters**
  - e. **Press Releases**
  - f. **Photo Gallery**
  - g. **Videos**

The website was presented to TU Delft in early February 2018. The website will be continuously updated until the end of the project and is monitored through Google Analytics.



## ABOUT ZERO BRINE

Coordinated by TU Delft, **ZERO BRINE – Re-designing the value and supply chain of water and minerals: A circular economy approach for the recovery of resources from brine generated by process industries** advances circular economy business model solutions to reduce industrial saline wastewater streams by recovering and reusing the minerals and water from the brine in other industries, thus 'closing the loop' and improving the environmental impacts of production. ZERO BRINE includes 22 partners from research institutes, SMEs, construction companies, and end-users from 10 countries. ZERO BRINE integrates innovative technologies to recover water and minerals of sufficient purity and quality for good market

## ii. Newsletter

The [newsletter](#) will ensure **both communication and dissemination at different levels** - EU and international – and will keep the stakeholders up to date with the findings of the project, inform about other relevant events, publications, key policy developments, key messages of the project partners. **6 e-newsletters are planned throughout the project.**

### Objectives:

The aims of the newsletters are:

- 1) Informing project partners and stakeholders of the key findings of the project
- 2) Providing information about relevant external events and publications
- 3) Disseminating key messages from Work Package Leaders
- 4) Ensuring project partners and key stakeholders are kept up-to-date on key policy developments at EU level.

The e-newsletter will be distributed to the Consortium, to ZERO BRINE newsletter subscribers, to new self-subscribed members via the website, and through the mailing list produced as a result of the Stakeholder Mapping Exercise.

The identity and formatting of the newsletter will be in-line with the pre-defined visual identity.

Proposed structure of each issue:

1. Editorial feature – A feature article (roughly 200-350 word) item on a key topic, written by an expert.
2. Supporting feature(s) – Supporting features of approx. 150-400 words on a topic related to the Editorial; article sources can be external.
3. ZERO BRINE Update – Where the project stands and what the next steps are. Provide an update of where the project stands (e.g. new milestones, deliverables, outputs and events) comprehensible to the newly subscribed.
4. News & Events – Five to nine short items about relevant events and policy developments.
5. Reading tips – Specially selected documents and research relevant to ZERO BRINE's work suggested by WP leaders and all partners. Content to include: title, author(s), link, and/or one-line synopsis.

### Preliminary Deadlines:

#### Newsletter 1

- Final structure to be sent by REVOLVE to TU Delft by 01/03/2018
- Content to be gathered from partners and TU DELFT by 15/04/2018
- Newsletter 1 to be sent out by 29/04/2018

#### Newsletter 2

- Final structure to be sent by REVOLVE to TU DELFT by 1/02/2019

- Content to be gathered from partners and TU DELFT by 1/03/2019
  - Newsletter 2 to be sent out by 15/03/2019
- Newsletter 3
- Final structure to be sent by REVOLVE to TU DELFT by 1/08/2019
  - Content to be gathered from partners and TU DELFT by 1/09/2019
  - Newsletter 3 to be sent out by 15/09/2019
- Newsletter 4
- Final structure to be sent by REVOLVE to TU DELFT by 1/02/2020
  - Content to be gathered from partners and TU DELFT by 1/03/2020
  - Newsletter 4 to be sent out by 15/03/2020
- Newsletter 5
- Final structure to be sent by REVOLVE to TU DELFT by 1/08/2020
  - Content to be gathered from partners and TU DELFT by 1/09/2020
  - Newsletter 5 to be sent out by 15/09/2020
- Newsletter 6
- Final structure to be sent by REVOLVE to TU DELFT by 1/04/2021
  - Content to be gathered from partners and TU DELFT by 1/05/2021
  - NL6 to be sent out by 15/05/2021

The first newsletter was sent on 23<sup>rd</sup> April 2018 to all ZERO BRINE stakeholder groups. It covered updates about the ZERO BRINE stakeholder workshop, brine excellence centres, Online Brine Platform, pilot projects as well as published articles. The opening rate was on average 25% - an above the average opening rate - and is between 12.5% for policy makers and 51.7% of consortium partners. Also, the average click rate of 7% is an above the average result. (See more in Figure 8)

**Figure 8 Key statistics of the first newsletter**

Stakeholder group	Opening rate	Click rate
Consortium Partners	51.7%	22.5%
Media & Press	20.2%	2.3%
Innovative SMEs & Investors	44.4%	11.1%
Policy makers	12.5%	4.2%
Environmental Organizations	18.9%	1.1%
Authorities & Standardization organization	17.6%	5.9%
Process industries	22.2%	2.2%
Mineral producers	18.6%	2.3%
European Technology Platforms	35.7%	0%
Universities	24.1%	6.3%
Engineering companies	29.7%	13.5%
End users	19.8%	6.6%



### iii. Communication materials

ZERO BRINE communication materials such as roll-ups (didactic, promotional), leaflets, posters (didactic, promotional) for branding the project at both internal and external events have been developed between M1 and M16. For communicating ZERO BRINE in digital channels online banners in different sizes and e-signatures have been developed between M1 and M12.

The ZERO BRINE leaflet should be suitable to the context of the project. It will be used for dissemination and promotion purposes at external conferences, meetings or seminars. The leaflet will be printed and circulated to all partners. It will also be made available to download from the website. The leaflet has been presented to TU DELFT by 31/12/2017. The final leaflet has been developed by 31/1/2018.

Online banners/boxes and e-signatures have been presented to TU DELFT by 31/2/2018. The final version was distributed by 31/3/2018.

Roll-ups were presented to TU DELFT by 31/4/2018. The final version was distributed by 31/5/2018.

### iv. Video

ZERO BRINE is developing videos to increase the visibility of the project. These will be used on all the communication channels described in the communication strategy to make sure that all the key stakeholders are exposed to the respective messages.

Between M8 and M12 the ZERO BRINE video [‘Discover ZERO BRINE solutions’](#) was developed. The aim is to introduce the project, introducing the concept of the ZERO BRINE technology, pilot projects and consortium partners. It is distributed via the website, social media and the newsletter and has 340 views in M16.

Between M10 and M13 the video about the [ZERO BRINE Co-Design workshop](#) was developed with the objective to introduce ZERO BRINE key concepts and technologies. The video gives insights in the workshop as well as shows interviews with key stakeholders from various stakeholder groups. It has 133 views in M16.

Furthermore, short promo videos will be created to showcase the pilot projects between M24 and M40.

### v. Media relations

Media is crucial to help spread the word to the target audience and the interested public. Not only will they increase knowledge about the ZERO BRINE project but also on its findings, results and recommendations. As part of the communication strategy for this project, REVOLVE is engaging high-level journalists and ensure media coverage of the project throughout its course via press conferences,

social media content, news and press releases. In parallel, the project is advancing a series of articles to be placed in different languages in different media outlets, both digital and in print. The format of this content placement will be in feature article style as well as interview style, supported each time by image galleries and captions to visualise the project progress and goals.

A press release calendar will be developed adapted to the results of the projects. We expect at least **10 press releases to be published** on different media in partner languages, as well as about **a dozen of informative articles to be published on technical magazines** throughout the project.

The first press release was sent in M9 with an open rate of 22% and click rate of 1%.

Between M1 and M16 ZERO BRINE published the article [‘Re-designing the value chain for water and minerals’ by Dimitris Xevgenos in the JIQ magazine](#). Furthermore, ZERO BRINE published the article [‘Industrial water in a circular economy’ in the magazine WaterTechOnline](#) by Dimitris Xevgenos and Vanessa Vivian Wabitsch. This magazine has 40 000 magazine subscribers, 94 000+ monthly views, 70 000 average unique visitors and 28 000 eNews Subscribers.

The press conference for presenting the results will be held in M47.

## vi. Social media

The ZERO BRINE project is active on Twitter and YouTube. Twitter is its main social media channel, as all the relevant stakeholder groups are present there, allowing it to be used for effective, rapid news alerts and project updates. ZERO BRINE project results and processes are also expressed in infographics, GIFs, sharables, and other visuals that add value to how the project is transmitted to broader audiences that may not initially understand the complexities of recovering resources from industrial wastewater. The Twitter account is [@zero\\_brine\\_](#) and all content uses [#ZeroBrine](#) when referring to the project.

Figure 9 ZERO BRINE Twitter presence in September 2018



ZERO BRINE currently has 226 followers. The three top followers with the greatest influence are @EU\_H2020 (Horizon 2020) with 87.7K followers, @JasonLRobinson (Jason Robinson, founder and CEO of Sustainability Television) with 72.7K followers, and @EU\_ENV (EU Environment) with 51.3K followers. The top interests among ZERO BRINE’s audience on Twitter are science news (97%), technology (93%), and government (92%), with 20% of its audience in Spain, 12% in Belgium and 9% in the Netherlands.

Since joining Twitter in June 2017, ZERO BRINE tweets have made over 150,478 impressions with the top three tweets from June/August 2018 promoting the project video, Athens general assembly, and Arvia Tech partner shareable (below).



As one of the top posts, the above tweet had 3,957 impressions and 29 engagements or interactions, proving an impactful post. This shareable, which features a partner photo and quote, is part of a 28-week campaign thread that is posted at regular weekly intervals. Some early results show that in the first 9 weeks of the campaign, the thread has gained over 58 likes and 26 retweets, amassing over 14,888 impressions.

This campaign feeds into a broader content strategy of employing a content calendar to help increase visibility and engagement with not only project-specific communications such as the creation of shareables, but the sharing of relevant news articles to communicate on the main themes of the project. The content calendar for Twitter will utilise the stakeholder mapping to help curate and share content and target all relevant parties. ZERO BRINE's focus areas – waste water, circular economy, resource recovery, sustainability, water innovation, desalination, process industry - will represent the core topics addressed on the social media content calendar—providing a greater narrative to converse around the topic of water reuse and circular economy.

Additional categories related to the abovementioned themes that will be integrated into the content calendar and posted on a regular basis include:

- Updates/Information on ZERO BRINE
- Scientific Work – produced by ZERO BRINE and Partners
- Technologies
- Case studies
- Business models
- Policies
- Industry news
- Innovation
- Events / Seminars
- EC and EP News
- Inspirational / Multimedia
- Featured people – partners, key stakeholders

For an effective and impactful presence of ZERO BRINE on social media, it is vital for partners to contribute content. Original content will lead to incremental reach and traffic for both social media channels, as well as the ZERO BRINE website. This will be done through the scheduling of a regular communication call with the communication ambassadors to provide updates on external events

where ZERO BRINE could be presented, interview opportunities with partners in their respective fields of expertise, suggested media outlets in partner countries, pilot project communication coordination, and other points of interest in overall project promotion.

To help track the impact of the project on social channels, the utilisation of hashtags on social media posts are essential. Using the designated #ZeroBrine hashtag helps analyse the presence and activity of the project. This is done by the monitoring tool, Meltwater, which allows for a more in-depth breakdown of the project's outreach as well as those interacting with content to better track influencers and media for the promotion of ZERO BRINE.

To track relevant content to feed into the content calendar, running Meltwater searches on the abovementioned themes also identify news content that can be uploaded and communicated on.

Overall, the increased communications between partners and development of content will feed not only into our Twitter platform but will also be integrated on YouTube.

The sharing of videos developed from site visits and other partner content will be promoted on the Revolve YouTube channel for partners to share via their respective social media channels that can also be included on other relevant social accounts such as Facebook, LinkedIn, and Instagram, broadening the scope of outreach.

## g. Events, conferences & field trips

Networks are created, consolidated and grown by meeting other people. The most effective way to consolidate a network and to align a group's efforts in achieving a mutual goal is by internal meetings and events; whereas the best way to grow of network is by attending and participating in external events.

**External events** are defined as gatherings that are organised, commissioned and carried out by parties that are outside the consortium. They are very good channels to disseminate ZERO BRINE project results. ZERO BRINE will be presented in at least 10 events throughout the project duration. By M16 ZERO BRINE presented with an oral presentation at

- Porto Water Innovation Week 2017 (Dimitris Xevgenos, SEALEAU),
- Ecomondo 2017 (Maurizio Bevacqua, UNIPA).
- International Water Summit 2018 (Vanessa Vivian Wabitsch, REVOLVE)
- Desalination for the Environment conference 2018 (Vanessa Vivian Wabitsch, REVOLVE)

Furthermore, ZERO BRINE participated at the following conferences with posters, flyers and representatives.

- Porto Water Innovation Week 2017, Porto, Portugal
- EFIAQUA fair 2017 Valencia, Spain
- Promoting Water innovations – investor Café (EASME) 2018, Brussels, Belgium
- Water Innovation Europe 2018, Brussels, Belgium
- AINIA Tecnologia Circular economy workshop, Madrid, Spain
- Euromembrane Conference 2018, Valencia, Spain
- Desalination for the Environment conference 2018, Athens, Greece

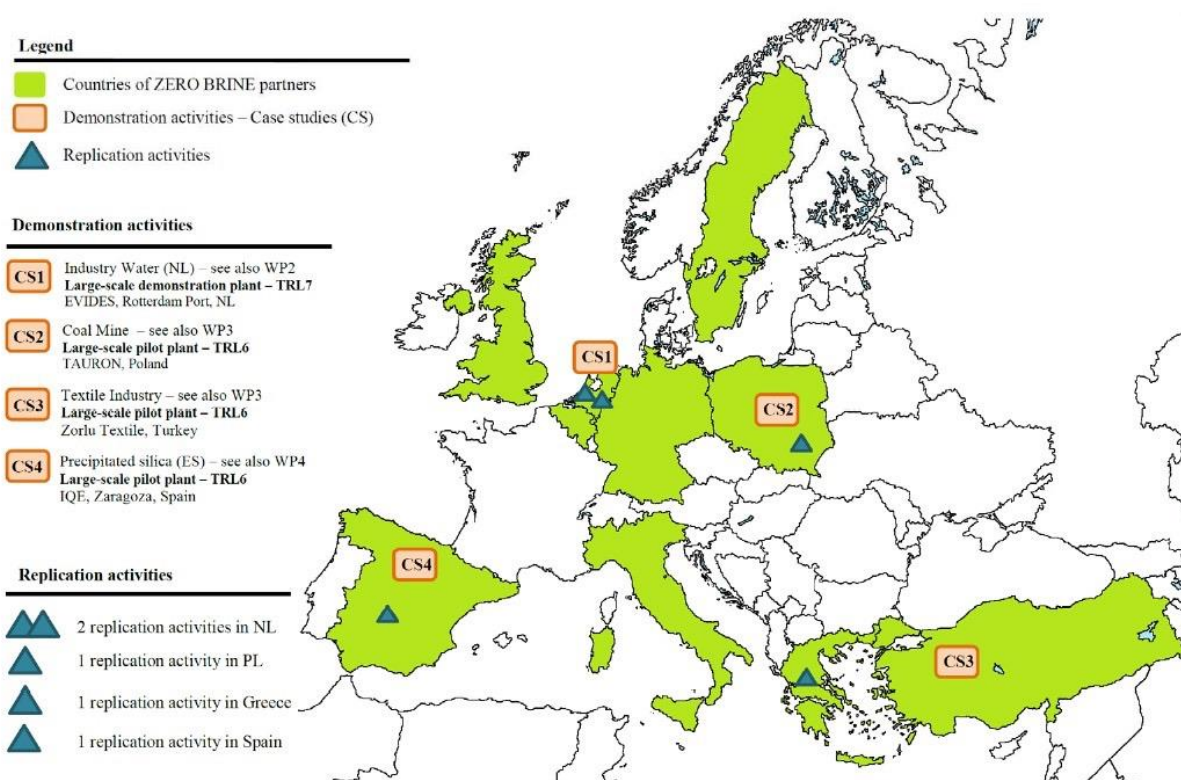
In line with this six-month rotation of the Council of the EU Presidency, the communication working package lead will ensure to contact, inform and make known to the respective EU Member State the activities of the ZERO BRINE project and invite them when appropriate to participate or be involved. This will be done taking into consideration the priority of the given EU Presidency and knowing that interest will not always overlap. In parallel, the communication lead will endeavor to coordinate the involvement of the ZERO BRINE consortium in related EU forums and brokerage events when considered appropriate.

**Internal events** are defined as those that are organised by the coordinator and the respective working package leads when relevant to advance the implementation of the project goals. A steering committee meeting is clearly an internal event for giving direction and making decisions for a project. Internal events are also those that are organised by a consortium partner but not necessarily about the project. This second type of internal events needs to be communicated by the respective ambassador to the communication package lead to promote via the project channels and vice versa.

As a bridge between external and internal events are the **field trips** to pilot projects that enable the organisers to invite consortium partners to show their demonstration projects to other partners and to invite external media, research and policy participants to partake in learning about the respective visit.

The ZERO BRINE project has 4 demonstration field visits that correspond to a different industry sector for brine reuse in a different country: 1) industry water in the Netherlands with EVIDES partner is an advanced desalination demonstration site at Botlek, Rotterdam Port; 2) coal mining in Poland with TAURON partner is a pilot plant; 3) textile industry in Turkey with Zorlu Textile is another pilot plant; and 4) precipitated silica in Spain with IQE Partner from Zaragoza is also a pilot plant that aims to advance its Technology Readiness Level (TRL) to market deployment with the innovative ZERO BRINE process.

Figure 10 ZERO BRINE replication activities web



Click here to see [updated map](#) of pilot projects in countries.

The first field visit was carried out as part of the kick-off meeting at TU Delft in the Netherlands on 19-20 June 2017 and the subsequent 3 field trips are being planned for 2018, 2019, and 2020 with the participation of journalists from local and international media as well as with local and European policy-makers and respective project partners. The field trips will include press kits with the project leaflet, fact & figures, quotes from leading specialists, images on a ZERO BRINE USB key for journalists to use at their convenience. The field trips will also be recorded and highlighted in short videos describing the process and purpose of their demonstration sites to advancing the circular economy in Europe.

To come full circle with the communication activities, the ZERO BRINE consortium plans to organise its **final conference** at AULA conference centre of TU Delft in the final months of the project (M44-M47). The event will involve key policy-makers from EU Member States and associated countries and will engage decision-makers at EU, international and national levels. General and sector-related media will be engaged through extensive prior preparation.

## h. Common dissemination and collaboration with related EU-projects

Collaboration and common dissemination of EU-projects is essential to maximise the outreach of the project. ZERO BRINE is commonly disseminating with EU projects in the field of industrial wastewater and will develop an article about industrial wastewater treatment by December 2018. This article will be published in international media outlets in the field of water, sustainability, circular economy, technology and innovation. The EU projects Incover and Integroil confirmed their cooperation. The relationship to the other sister projects will be established by October 2018.

Furthermore, it is planned to apply together for the Common Dissemination booster, a communication consulting service provided by the European Commission in 2018.

PROJECTS	COORDINATOR
<b>Water2REturn: REcovery and REcycling of nutrients TURNing wasteWATER into added-value products for a circular economy in agriculture</b>	BIOAZUL - Spain
<b>Incover - Innovative Eco-Technologies for Resource Recovery from Wastewater</b>	ASOCIACION DE INVESTIGACION METALURGICA DEL NOROESTE
<b>INTEGROIL – Technology for the treatment of produced water and refinery wastewater</b>	ACCIONA AGUA
<b>ECWRTI - ECOLORO: Reuse of Waste Water from the Textile Industry</b>	STICHTING S-ISPT
<b>Saltgae – Techno-economic feasibility of using algae to treat saline wastewater from the food industry</b>	LOZANO (Tecnologías Avanzadas Inspiralia S.L.)
<b>REMEB - Eco-friendly ceramic membrane bioreactor (MBR) based on recycled Agricultural and industrial Wastes for Waste Water Reuse</b>	FACSA (SOCIEDAD DE FOMENTO AGRICOLA CASTELLONENSE, S.A.)
<b>NextGEN - Towards a next generation of water systems and services for the circular economy</b>	KWR WATER B.V.

Other Clusters that are in line with the ZERO BRINE topics are ICT4Water and Saltgae. These are interested in including ZERO BRINE and the first contact is established.



## i. Internal Communication

Internal communication is key to an efficient and smooth execution of the project whilst maximising the results. Internal communication tools are the ambassador concept, a common platform, regular newsletter updates and regular call with the communication package lead.

The communication package lead recommends and requests that each respective partner from the consortium assign an ‘ambassador’ to coordinate both internal and external communication needs and targets to maximise the impact and effectiveness of the project goals. Ambassadors play a vital role in making the project a success because they have the power to put the multiplier effect into practice, creating a cluster-and-ripple impact that can have bring great visibility, traction and outreach to the project depending on the size of the partner’s network.

Internal Communication includes regular calls with the communication package lead to better understand how the communication partner can reinforce and add value to the respective needs of the given partner. This can be in the form of providing graphic support for developing visuals that may accompany a presentation, for example, or in a more advanced fashion could be the data visualisation of technical information or the rendering of complex information into infographics or videographics.

Internal communication can also take the form of acquiring information from partners about their respective internal and external events to communicate properly around their priorities. This can include contacting events to place the project on a panel at a conference when the theme is relevant and related to advancing the goals of the project obviously. This content-driven form of marketing can also be used for elaborating an editorial series with the partners to place content with media outlets.

# ANNEX

## 1. Privacy Policy

---

The ZERO BRINE consortium is fully committed to protecting the privacy of personal information provided that your privacy will be fully respected with regards to the European Privacy legislation and the GDPR (General Data Protection Regulation). This policy applies to the ZERO BRINE website, and generally to the communications conducted by ZERO BRINE consortium.

### a. The Information We Collect

We do keep contact information up to date for research purposes and to communicate with prospective partners that have an interest in ZERO BRINE's activities. We allow you to submit your contact information to us through the contact form on our website, through direct conversations, emailing or telephone calls or when requesting for information.

Your personal information is used exclusively by the ZERO BRINE consortium to provide you with current and future information about our project and engage partners and potential partners in the project. We will only collect and use your personal data for these specific purposes. We always limit ourselves to what is truly necessary.

We will not pass on any of your personal data to organisations outside of the project consortium, except with your expressed consent. We do not sell or trade any contact information with other companies.

Your data is registered and processed with the greatest care to ensure that it is accurate and up-to-date, and we store it no longer than necessary for the intended purpose.

You have a right to know about the personal information we hold about you. You also have a right to have your data corrected or deleted. Please address all your queries and / or requests about our data to [vanessa@revolve.media](mailto:vanessa@revolve.media).

### b. Web Site Usage Information

We use Google Analytics to track the quantity of traffic to the various areas of our sites. However, we do not track what individual users read but rather how often each page is visited. This helps us to maintain a useful and informative web site.

### c. No Ad Servers

This website has no relationships with any ad server companies.

### d. Cookies

Our website may store cookies on your computer / device.

Some cookies on this site are essential, and the site won't work as expected without them. These cookies are set when you submit a form, login or interact with the site by doing something that goes beyond clicking on simple links. We may also use cookies to anonymously track visitors or enhance your experience of the site.

### e. How to Contact us about Information Privacy

If you have any questions about our Privacy Statement, the information we have collected from you online, or our information privacy practices, please contact:

Revolve Media

Rue d'Arlon 63-67

1040 Brussels

vanessa@revolve.media

From time to time we may make changes to this privacy policy so please review it frequently. We will post the revised statement on this website and will endeavour to make sure that the changes are posted before they take effect. By using this website you consent to the privacy practices described in this statement.