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Executive Summary

After successfully developing a prototype of the INJECT digital journalism creativity tool and building on an equally successful dissemination plan, the consortium will implement the tool into the workflow of actual newspapers during the second phase of the project. During this step INJECT evolves from an academic project to a real demand-driven product. To build up workflows needed in order to set up INJECT as a business, this paper will set the ground rules and outline the strategy to create the first INJECT ecosystem. An ecosystem will consist of a core development group / innovation partners, commercial partners and clients. While the core development group is pushing the development of the tool, the commercial partners offer the product to clients in their markets and support them during the implementation period. INJECT will use its Norwegian consortium partners to set up, test and evaluate the first INJECT ecosystem.

1 Introduction

INJECT is a product that will improve the speed of reporting and the quality of journalism by using state-of-the-art text-mining techniques combined with features that help journalists to get new creative ideas to tell their stories.

During the first phase of the project we identified that there is an interest in the product, through focus-groups, conversations with journalists and publishers in newsrooms, and during conference presentations and displays. And there is the expectation that the further development of the INJECT product can be driven by an actual demand in the market.

From month m7 onwards, the INJECT consortium will start helping newsrooms to implement the tool in their daily workflow. The insights and experience the consortium will learn during this process will allow us to refine the product and create a viable business around INJECT.

According to the strategy laid out in the project proposal “INJECT will diffuse its new digital services, related training and consulting offerings, and new business opportunities through a new partner business of consortium members, the INJECT spin-off, and the establishment, growth and support of multiple ecosystems of ICT providers and news SMEs in different segments of Europe’s news and journalism markets. The spin-off will be a new business of innovation and commercial partners to market and sell INJECT services. [...] The INJECT spin-off business will continue development of the innovative services and tools after the end of the project. The INJECT ecosystem will provide expert technical support to news and journalism SMEs for both service uptake and use.”

To establish this business, INJECT has adopted a 4-phase strategy to maximise the impact in the European journalism sector:

1. In the first phase, INJECT will embed the new digital services to improve the creativity and productivity of journalists working in the established digital products of the ICT innovative technology providers.
2. In the second phase, INJECT will seed, establish and grow the first INJECT ecosystem [...] that will be composed of the consortium’s partners, and this ecosystem will undertake dissemination and exploitation activities during the INJECT project, both to elicit feedback on the digital services and to attract the first new members to the ecosystem.
3. In the third phase, still during the funded project, INJECT will seek to set up and establish at least one other ecosystem that will be specialised to one or more European journalism sectors. Both INJECT ecosystems are expected to continue and grow after the end of INJECT funding.
4. In the fourth phase, INJECT will spawn a set of interrelated ecosystems for different specialised sectors and market segments in European journalism, all related to the core [...] ecosystem.

This report lays out a strategy to start the second phase of the process mentioned above. Its goal is to

set guidelines and to define processes which should help consortium partners during the implementation of the first INJECT ecosystem. We also set timelines and explore pricing models that might fit to the targeted markets and clients.

During the process, these guidelines and processes will be monitored and revised if needed to create a blueprint for a roll-out of other INJECT ecosystems during and after the project.

2 First INJECT ecosystem

The structure of the media markets within the different member countries of the European Union and its partners (in this case Norway) is highly diverse. Due to this highly complex nature it would be difficult to start ONE business vehicle for INJECT that covers the whole market place - in terms of linguistic, legal, financial and “media-cultural” aspects. Therefore, INJECT follows the “ecosystem” approach. As mentioned in the project proposal “INJECT will develop and grow technological ecosystems that will be run to meet the specific needs of European news and journalism SMEs, in order to improve the creativity and productivity of journalists who work for these news SMEs.”

If you buy a car which is produced in a different country, you usually don’t buy it from the car company’s website but via licensed dealers in your country. In many countries, there is a vital ecosystem of car sellers, garages and supply companies around a car brand. With INJECT we follow the same approach. For each country or groups of countries (like the DACH region Germany, Austria and Switzerland) INJECT seeks to build up and maintain a new ecosystem.

In the INJECT terminology an ecosystem is a complex system of contractual bindings plus software and services provided to clients. An ecosystem consists of (a) a core development group, (b) commercial partners and (c) INJECT clients and customers.

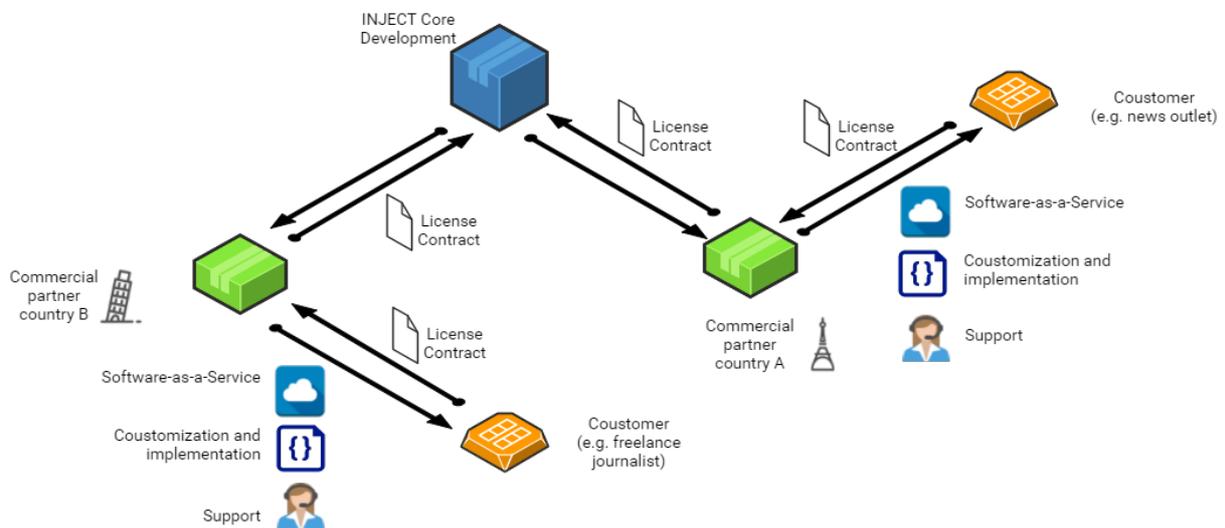


Illustration 2: Basic model of two INJECT ecosystems

- (a) The Core Development Group / Innovation Partner is responsible for the maintenance and the further development of the INJECT product. It provides information and contact for potential clients but will not have any contractual bindings with them.

- (b) For each country or group of countries there will be at least one Commercial Partner. These commercial partners are the licensing partner for clients and support them during the implementation process with technical help and training.
- (c) In our scenario clients can be big newsrooms, smaller editorial outlets as well as freelance journalists who want to use the INJECT tool.

Whereas big newsroom and media companies often have in-house developers who create software and applications, smaller and medium-sized entities and freelance journalists lack the financial background. One of INJECT's goals is stimulating ICT innovation in those SMEs because most of these smaller media companies cover local and regional news and are vital for an informed and democratic society. Plus, in some countries like the Netherlands, most of the actual journalistic research and reporting is done by freelance journalists who write their stories and send it to their newsrooms.

2.1 INJECT ecosystem Norway

The first INJECT ecosystem will be created in Norway, consisting of the three newspapers Sunnhordland, Hallingdølen, Hordaland plus the Commercial Partner M'Labs. City, University of London will be the Ecosystem coordinator and they, along with Explaain and Athens Technical University, form the Core Development Group / Innovation Partner. University of Bergen and University of Groningen will be the Evaluation partners.

To make INJECT successful for local newspapers in Norway, the language barrier along with integration of existing tools needs to be solved. INJECT needs to operate well with local journalism, and show results measured by metrics. Furthermore, partner, client and ecosystem coordinator roles and responsibilities need to be defined to establish the first ecosystem.

Norway is a perfect market for the roll-out of the first INJECT ecosystem. The 5.2 Mio citizens can choose from a variety of around 220 different newspaper titles. Compared to almost all other nations, there is a high number of newspaper titles and according to UNESCO the highest rate of newspaper readership worldwide (between 550 and 600 copies are sold per 1,000 inhabitants). People from almost all segments of the population – geographically and socially – are regular newspaper readers. Both quality papers and popular newspapers are read in all segments of the society.

In Norway there are five big media organizations, Schibsted, Egmont Fonden, Amedia, Gyldendal, and Aller. Amedia alone owns 62 local newspapers across Norway, while Schibsted owns national newspapers and local newspapers. For smaller local newspapers, it is important to focus on local journalism to provide content that their readers want. Some papers in this group have lost readers, but in general group of papers has maintained readership levels. Time is a key factor for journalists working in a local newspaper, as news stories often require interviews with people that require the journalist to travel back and forth on a regular basis. INJECT can support the journalist in finding creative angles on a recurring event, or with an interview.

INJECT could have the potential to become partners with media organizations, SMEs and possibly work with for example Amedia. This can facilitate further growth of INJECT and give more newspapers access to INJECT. Firstly, INJECT needs to operate in local newspapers in Norway to provide evidence on how INJECT performs, and helps local newspapers.

2.2 Partners and roles

First, partners will be presented and their roles explained, followed by an explanation of the ecosystem coordinator and other involved parties. The focus of this first ecosystem sits on Small and Medium Sized Enterprises (SMEs), specifically in the Norwegian newspaper market.

For the first ecosystem prototype, there are two types of partners: commercial partners, and innovation partners. Illustration 2 shows the initial overview of partners and their initial roles.

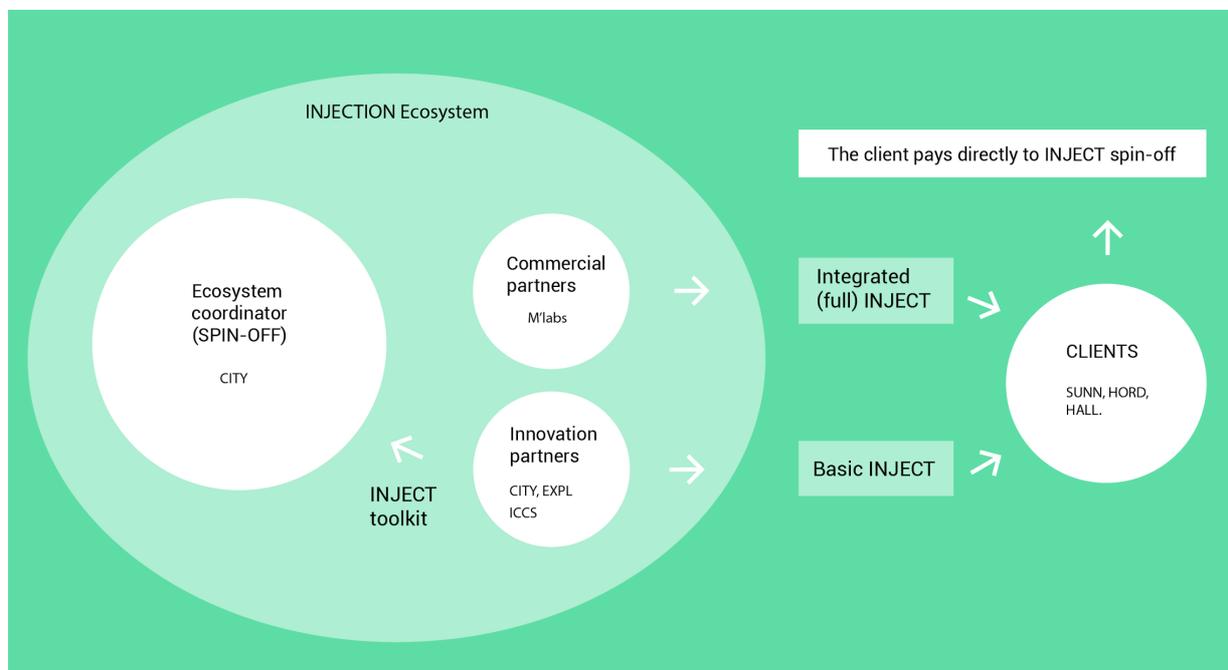


Illustration 2: Initial overview of the INJECT ecosystem, and the different roles.

Commercial partners

M'Labs

Commercial partners will, as project partners, provide the integrated (full) version of INJECT and handle first-time setup for clients. Their main role is to capitalize on the commercial and marketing efforts of the INJECT spin-off company, providing a directly tailored distribution of INJECT to the specific client.

The commercial partners will aim to maximise income from the INJECT service offering. This may be achieved through direct marketing of INJECT to the news industry and journalist consumers in the commercial partner's region.

Innovation partners

City, University of London, Explaain, Athens Technical University

The innovation partners will provide development and maintenance of the INJECT toolkit. Their main role is to evolve and maintain the INJECT digital services and tools. The innovation partners will deliver new releases of each existing digital service and tools, as well as new services that will emerge to meet market opportunities.

Ecosystem coordinator

City, University of London

To meet the consortium's primary business strategy, maximising the growth and impact of INJECT, the consortium will set up a new INJECT spin-off business as the project core. All INJECT consortium partners will jointly own the INJECT spin-off business. The legal form and the place of incorporation will be defined in the later stage of the project.

Standing at the heart of the INJECT product and brand, the INJECT spin-off company will act as the key coordinator of the regional ecosystems. This spin-off company will handle payments from clients buying license packages, handle invoices from clients, and make the INJECT toolkit available through a cloud platform.

With this pilot ecosystem, City, University of London acts as the ecosystem coordinator. Eventually, for the launch of INJECT as a commercial product, a spin-off company will take over the role.

Clients

Local newspapers in Norway, Hordaland, Sunnhordland, and Hallingdølen.

Clients are the customers using INJECT. They have two options if they want to purchase a licence to use INJECT. Initially, the clients are presented two packages, basic INJECT and integrated (full) INJECT. The pricing will be presented below the two packages, and will be agreed with the client.

Scenario: A client purchases basic INJECT

Initially, basic INJECT provides the standardised INJECT in English, and will be purchased through the website. The client will then have access to the basic INJECT through the cloud.

Scenario: A client purchases integrated (full) INJECT

Initially, the integrated full INJECT will also be purchased through the website, and a commercial partner, such as M'labs will then be in charge of the first-time setup. The first-time setup is to, handle support, provide workshops to learn the INJECT toolkit, and relevant activities.

Clients in Norway, Sunnhordland, Hallingdølen, Hordaland could be expanded with Bømlonytt (owned by Sunnhordland) and Vaksdalposten (owned by Hordaland LL, parent company of Hordaland), and further expanded with the newspapers in Agder Media. Agder Media provide a CMS to the Norwegian partners, and could be a potential client. If INJECT is successfully adapted by the Norwegian partners, for example Amedia could be the next step in expanding the client base of INJECT. This alone could extend INJECT to at least 62 local newspapers.

Evaluation partners

University of Bergen, University of Groningen

An evaluation of the process of setting up the first ecosystem needs to be thoroughly documented, it should consider the support required to set-up the first ecosystem, and perform validated learning. Validated learning is to respond to user needs rapidly; this knowledge needs to be provided to innovation partners and commercial partners to further innovate the ecosystem, licensing, and identify potential inputs into the INJECT toolkit. This will help the ecosystem incrementally adapt to client needs, in the first instance this will be to the local newspapers in Norway.

Future INJECT partners

The list of partners for the Norwegian INJECT ecosystem can be expanded. Possible partners that might join between m7 and m12 might include Volda University College and Wolftech. Wolftech is a company that helps broadcasters and other media companies delivering news and sports content faster and more cost efficiently.

2.3 First INJECT ecosystem timeline

Starting July 2017, the ecosystem partners will start with the roll-out of the INJECT ecosystem. From July 2017 and through September 2017, the Norwegian partners M'Labs and UiB will routinely visit the three newspapers partaking in the first ecosystem - Avisa Hordaland, Avisa Hallingdølen, and Avisa Sunnhordland.

Starting with one of these three, following the implementation of INJECT in cooperation with City University, the Norwegian team will conduct on-site analysis and contextual inquiries into the individual newspaper's usage of the INJECT toolkit. Additionally, a meeting with either editor in chief/CEO from the local newspaper will focus on the business aspect with regard to licensing.

During this period, a new trip of the same nature will be made to another of the three newspapers, in an ongoing rotation. Some meetings, not focusing on contextual inquiry, may be taking place in Bergen or during coinciding INJECT meetings.

Initial plan for events/meetings

- 12. July - 13. July – Meeting Amsterdam.
- 31. July – Meeting at Avisa Sunnhordland, Leirvik.
- 1. August – Meeting at Avisa Hordaland, Voss.
- 2. August – Meeting at Avisa Hallingdølen, Ål.

2.4 Technology

The technology qualities targeted by the INJECT tool include qualities such as pain-free discovery and exploration of information, simple ideas generation, and integration with existing work practices.

While the core INJECT tool aims to be useful for every journalist, the value of the user experience is increased with a full implementation into the environment of the client's newsroom.

Journalists of the INJECT ecosystem will be able to use the INJECT tool to write a news story using the text editor, they can enter keywords directly into INJECT to initiate creative searches, or they can select text from the evolving story, to initiate creative searches. INJECT does not impose any restrictions on how and when the journalist can use it, so that it is open to the widest range of ecosystem journalism work practices.

The following points have been taken into consideration in the customisation of the INJECT tool for INJECT:

- **Ease of access:** In a time-pressured environment like a newsroom, it is vital that the hurdle for accessing the tool is as low as possible. Therefore, INJECT should be accessible as easily as possible from within any INJECT journalist's workflow. To this end, the INJECT stand-alone tool, accessible from any Web browser, provides an easy entry to the INJECT back-end functionality. Moreover, the INJECT plug-in to the popular TinyMCE editor allows easy integration with popular CMSs such as Wordpress.
- **News sources:** journalists will be able to access established Norwegian and other relevant sources available online in addition to the sources that are already available in INJECT.
- **Custom archives:** A special set of sources are the Norwegian news & media archives already used by many Norwegian journalists. These archives will be "plugged-in" and indexed by

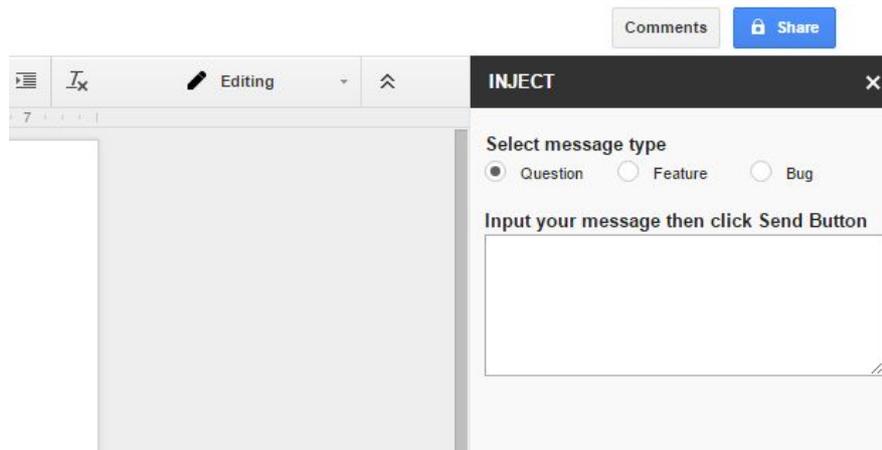
INJECT.

- **Language support:** There are two language-related provisions that INJECT makes to support INJECT journalists that are not native English speakers: (a) The front-end of the INJECT tool is provided in Norwegian, the language of the the local ecosystem. (b) Crawling, translation and indexing of non-English content such as archives of the three Norwegian newspapers is supported.
- **Creativity search angles & prompts:** One goal of the first INJECT ecosystem is to gather data about the use of INJECT especially when it comes to the key digital creativity features like the creativity prompts. INJECT supports the following search angles, which are expected to be enriched in the future, following careful evaluation of gathered data and suggested new creativity prompts:
 - o Backing & Evidence – search for news articles that report on quantitative evidence that are associated with the requested information.
 - o Individuals, the key players – search for news articles that identify individuals who are associated with the requested information.
 - o Causal, the background and back story – search for news articles that report on the causal back story associated with the requested information.
 - o Quirky and satire – search for digital cartoons that are associated with the requested information.
 - o Ramifications and the future – search for news articles that report on the future implications that are associated with the requested information.
 - o Data visualisations, charts and infographics – search for news articles that include different forms of visual representations that are associated with the requested information.
- **Support / Bug-fixing:** To better serve the INJECT journalists, we have set up a service desk to track problems and bugs found by journalists.

2.5 Communication within the ecosystem

M'labs as the commercial partner of the first INJECT ecosystem in Norway will set up an internal communication strategy to ensure client support during the implementation period.

On the side of the client, end-user problems, bugs and demands should be communicated via an editor / IT person in charge of the implementation.

The image shows a screenshot of a web application interface. At the top right, there are two buttons: 'Comments' and 'Share'. Below these, a dark header bar contains the text 'INJECT' and a close icon. The main content area is split into two sections. The left section is a large, empty text input field. The right section is a form titled 'Select message type' with three radio button options: 'Question' (selected), 'Feature', and 'Bug'. Below this is a text input field with the instruction 'Input your message then click Send Button' and a 'Send' button.

Feedback form built into the INJECT tool

End-users have the chance to directly report problems and bugs to the Core Development Group via the feedback functions built into the tool itself.

The INJECT client, commercial partner, the ecosystem coordinator and the evaluation partners will inform the other consortium members on a regular basis about the process and the key findings of the implementation of the first INJECT ecosystem.

Usage Monitoring / Feedback

The validation process will start in July 2017 with collecting of data through contextual inquiry at the Norwegian newspapers. Interviews are planned to be conducted with a journalist followed by tasks the journalist will perform with the INJECT toolkit. Interviews with the editor in chief or CEO of the newspaper will also find place to discuss the ecosystem, Norwegian local news market, and metrics to measure the effect of INJECT.

The goal is to document, evaluate and monitor the performance of INJECT in the local newspapers. Metrics will be to measure readership numbers on articles written with INJECT, clicks on articles written with INJECT, time spent on site, and what the toolkit actually accomplishes in real situations. These results will be compared with articles written without INJECT.

3 Developing a Pricing Model

In a highly dynamic and diverse environment, creating a pricing model that fits to the market is a challenge. Therefore, this might lead to a very flexible pricing model that depends on the type of client, the number of end-users, the country and the market situation. Also, since INJECT is not an “off the shelf”-product, the implementation and customization costs must be taken into consideration. That means, that it will be unlikely that INJECT will adopt a one-price-fits-all model. The goal is to

make the pricing model scalable, allowing it to accommodate local newspaper SMEs, freelancers, innovation partners and commercial partners.

For instance, the pricing will be different for local newspapers (newsrooms) and freelancers. The pricing model to be explained is adapted by the SMEs in Norway. The basic concepts will be a starting point with a focus on developing a pricing model for freelance journalists. The subscription model for SMEs, initial costs and extra paid features are explained in detail for each pricing category.

Our scope is to make a pricing model for SMEs, the Norwegian local newspapers, and then expand the model to freelance journalists in the Netherlands market after the first one is in place.

Basic guidelines for a pricing model

Local newspapers/newsrooms

- From the INJECT grant agreement, it is suggested to introduce a yearly licence of 9.900 Euro for each licence of the full integrated INJECT product (see below). Because of the reasons stated above, this number might change depending on country or client.
- Whenever a new customer visits the INJECT website to become a subscriber, they should be redirected to the INJECT spin-off business and its commercial partners that offers the INJECT tool in their country.

Commercial partners

- The commercial partners will receive up to 30% of the licence income from subscribers, and this is paid from the consortium/spin-off on a yearly basis.

Innovation partners

- Primary revenue streams for each innovation partner will be from license fees paid to the INJECT spin-off business.

INJECT products

The INJECT ecosystem will provide two types of packages to the client: basic and integrated (full) INJECT. The basic INJECT will be available directly from the INJECT spin-off, and the integrated (full) INJECT will be available through commercial partners.

Integrated (full) INJECT

This version will provide the integrated INJECT, suited to the client's needs, integrated in existing supported CMS and tools, and search spaces provided by the commercial partner. This package will

provide all available search spaces supported in the client's country.

Moreover, integration in existing supported CMS and tools, and workshops to get the most out of INJECT will be part of an initial setup provided by the commercial partner. For this setup, the initial cost will be paid by the client. The end-user support will be provided by the commercial partner as part of the licence fee.

The licence is paid directly to the INJECT spin-off. The licence costs 9.900 Euro yearly and will be a renewal licence. That means that the integrated (full) INJECT may cost an estimated 825 Euro per month, and 27 Euro per day.

Basic INJECT

This package will provide limited search spaces, such as international news sources, and national news sources in the client's supported country. This version of INJECT will give the client access to the core tools. If the client requires more, such as an archive or CMS integration, they will have to purchase an Integrated (full) INJECT license from a commercial partner.

The licence is paid directly to the INJECT spin-off through the website. The licence will be less than the Integrated (full) INJECT package, which is 9.900 Euro yearly. The licence cost for the client needs to be defined based on what is reasonable. Renewal of the licence could be montly, half-yearly or yearly.

The pricing model for Basic INJECT aims to reach two markets - SME licensing, and individual freelance licensing. The business model targeting SMEs will follow the same structure and nature as Integrated INJECT, though without any setup and integration offering from a local commercial partner. The business model targeting freelancers aims to sell the toolkit, not the integration, at a market-competitive subscription pricing suited for an independent client.

3.1 Subscription model for local newspapers in Norway

For the first INJECT ecosystem the following things have to be taken into consideration:

Translation process

In the early stages of the INJECT launch it is necessary to translate the client's digital archive and other sources into English for processing, and then translate it back into Norwegian. With the online service Google Cloud Platform, digital archives can be translated to the user's native language. As a first-time cost, the digital archive can be translated to English to use the INJECT-toolkit at first subscription. After this, the digital archive will be fed with new news stories, and the new stories will

be translated as they are published.

The costs of the translation process via Google Cloud Platform can be calculated like this:

- Google's sets the translation price at \$20 per million characters per month. Estimated for one year \$240. Pricing provided by Google Cloud Platform states that their prices are 'pro rata' (proportional and incremental).
- Estimated, as an average character count in three randomly selected articles from the Norwegian newspaper Sunnhordland, it is ~2000 characters per article. From February 2017 to May 2017 at Sunnhordland, the median of articles per month is estimated ~325 articles. ~2000 characters * ~325 articles = ~650 000 character each month.
- Then the sum of ~650 000 characters needs to be calculated with the pricing provided by Google Cloud Platform. The price is \$20 per 1.000.000 characters, $\$20 / 1.000.000 \text{ characters} = 0,000002 \text{ per character}$. The estimated price for Sunnhordland is of $0,000002 \text{ per character} * \sim 650\,000 \text{ character per month} = \13 , which is estimated translation cost each month for Sunnhordland.

Subscription

In this section, the focus is on what the ecosystem should perform, and how it should do it.

- The ecosystem will provide a licence package that provides access to all INJECT-tools, that can be integrated in the client's CMS, CMS-integrated text editors, and other publishing tools.
- The commercial partner selling the INJECT toolkit to the SMEs will include a cost estimate for handling the service integration, such as a CMS integration and adding local archives as data sources, as a one-time payment on top of the yearly/quarterly subscription fees.
- The subscription will follow a yearly/quarterly license renewal, as is common when dealing with a company client.
- At the end of a trial period, the subscription should be automatically renewed. The client can stop the renewal at all times.
- When the subscription is confirmed, the subscriber will receive an introductory course to the INJECT tools. Consortium partners (e.g. Interlink Academy) will develop a self-learning module that will also help journalists to perform best practice with the toolkit.

Initial costs

Costs will include CMS integration, how much it costs to crawl search spaces, setting up INJECT for

the first time, providing INJECT teaching, and finally how much it costs to translate news stories to the users' native language.

Initial setup

The initial setup of INJECT for a client will be performed by the client's commercial partner. This initial setup will come in the form of a first-time payment, outside the recurring license fees, and includes:

- CMS and toolkit integration. For the Norwegian SMEs, this includes integration with Newscycle Content - and potentially DM.Polypoly (their website CMS).
- Archive integration, and archive crawling to index its contents.
- Workshops on how to use INJECT, and get the most out of the product.

Crawling search spaces

The client's own digital archive, plus additional national and international online news sources may be crawled at the client's request.

3.2 Subscription model for freelance journalists in the Netherlands

Freelance journalists will be provided with a licence choice: monthly or two-month renewal of the licence INJECT-package, and the ability to pause the subscription. A freelance journalist may work for more than one newspaper, and their workload may vary in a period. Furthermore, freelance journalists can be working under high pressure with the goal to write more new stories of high quality. The high-quality news stories could possibly create more demand for assignments from the freelance journalist, raise recognition of the journalist amongst colleagues, and possibly increase their personal income. The newsroom would also benefit from increased sales and digital hits, as a result of using INJECT.

If the freelance journalists are part of a news institution it may open up the possibility to sell the solution to the institution. This must be investigated when the first ecosystem is in place.

Subscription

In this section, the focus is on what the ecosystem should perform, and how it should do it.

- A licence package that gives the subscriber the ability to pause or cancel a licence.
- The ecosystem will provide monthly/half-yearly/yearly subscription types.
- The ecosystem will provide a trial period for new users. For example, one month. At the end

of the trial period, INJECT would provide a licence best suited to the user with the aim of increasing subscriptions (intended for new users outside the consortium).

- At the end of a trial period, the subscription will be automatically renewed. The client can stop the renewal at all times.
- When the subscription is confirmed, the subscriber will be provided with an introduction course to get to know the INJECT tools better. This will help journalists to perform best practice with the toolkit.

4 Public Relations efforts

The consortium members will report publicly about the start of the first INJECT ecosystem to support the dissemination process. These measures will include:

- A regular update about the implementation of the first INJECT ecosystem on our website <http://www.injectproject.eu>
- The main tool to get our message out to our target group is the newsletter. Hundreds of reporters, editors and publisher have subscribed to it.
- We will use our established social media channels like Twitter and Facebook to send out regular updates about the start of the first INJECT ecosystem in Norway and the second ecosystem in the Netherlands.
- We will use our YouTube channel plus Twitter and Facebook videos to publish user's testimonials
- Consortium partners involved in the first INJECT ecosystem will publish articles about the ecosystem on their websites
- Consortium partners will use media conferences and meetings to talk about INJECT and the start of the first INJECT ecosystem.