FuturePulse

D7.1 – Project quality and assessment plan

September 30th, 2017

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Deliverable Lead Beneficiary: **BMAT**

Deliverable number or supporting document title	D7.1 Project quality and assessment plan
Type	R
Dissemination level	PU
Nature	Document
Publication date	30-September-2017
Author(s)	Daniel Molina (BMAT)
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Reviewer(s)	Akis Papadopoulos (CERTH)
Keywords	Quality Assurance, Risk Management
Website	www.futurepulse.eu

CHANGE LOG

Version	Date	Description of change	Responsible
V.0.5	17/09/2017	Draft version	Daniel Molina
V.0.8	28/09/2017	Version ready for peer review	Daniel Molina
V.1.0	30/09/2017	First version	Daniel Molina

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1   EXECUTIVE SUMMARY

The purpose of this Deliverable is to provide all project partners with an overview of the most important project quality procedures and risk management involved in the effective and efficient management of the project.

Quality Assurance (QA) activities ensure quality through different methods. This report establishes a common plan for keeping the quality of the deliverables, reports, and so on, developed within the FuturePulse project.

Firstly, in FuturePulse there are different roles with different functions. The Project Coordinator (PC) is in charge of running the project correctly. The General Assembly (GA) is in charge of the overall project progress. In addition, a Quality Assurance Managers Board and a Scientific-Technology Advisory Committee are in charge of the quality and technical issues respectively. Work is divided in packages, and each package is led by a partner (WPL, Work Package Leader).

The first version of the deliverable contains the main procedures established during the first month of the project.

The quality assurance plan and the risks and corrective actions will be periodically revised and updated during the project and the development of the use cases.

The information herein supports -does not supersede- the Grant Agreement and the Consortium Agreement, which are the legally binding documents for the project.

2   INTRODUCTION AND RELATION WITH OTHER WPS/TASKS

This document describes the basic 'way of working' within the FuturePulse project. The intended readers of this document are the project partners.

The document is structured as follows:

- Section 3 describes the management structure and procedures of the project, including organisation, roles and responsibilities.

- Section 4 describes the main project infrastructures to be used in the project, as well as guidelines for elaborating deliverables.

- Section 5 defines communication procedures within and outside the scope of the project.

- Section 6 includes quality metrics whose advance will be monitored along the project.

- Section 7 covers the risk management procedures of FuturePulse.

- Section 8 is devoted to ethics and finally, section 9 draws out some conclusions of the document.

2.1   Beneficiary and Partners' names

P1	BMAT LICENSING SL	BMAT	Spain
P2	ATHENS TECHNOLOGY CENTER SA	ATC	Greece
P3	ETHNIKO KENTRO EREVNAS KAI TECHNOLOGIKIS ANAPTYXIS	CERTH	Greece
P4	MUSIMAP SA	Musimap	Belgium
P5	INSTITUT DE RECHERCHE ET DE COORDINATION ACOUSTIQUE MUSIQUE	IRCAM	France
P6	PLAYGROUND MUSIC SCANDINAVIA AB	Playground	Sweden
P7	BASS NATION	BASS NATION	France
P8	SOUNDTRACK YOUR BRAND SWEDEN AB	SYB	Sweden

3   MANAGEMENT STRUCTURE AND PROCEDURES

See *Consortium Agreement, Section 6*, and the *DoA, Part B, 3.3 Management structure and procedures*, for a more exhaustive description of each role.

The management structure of FuturePulse is illustrated as set out in the Grant Agreement:
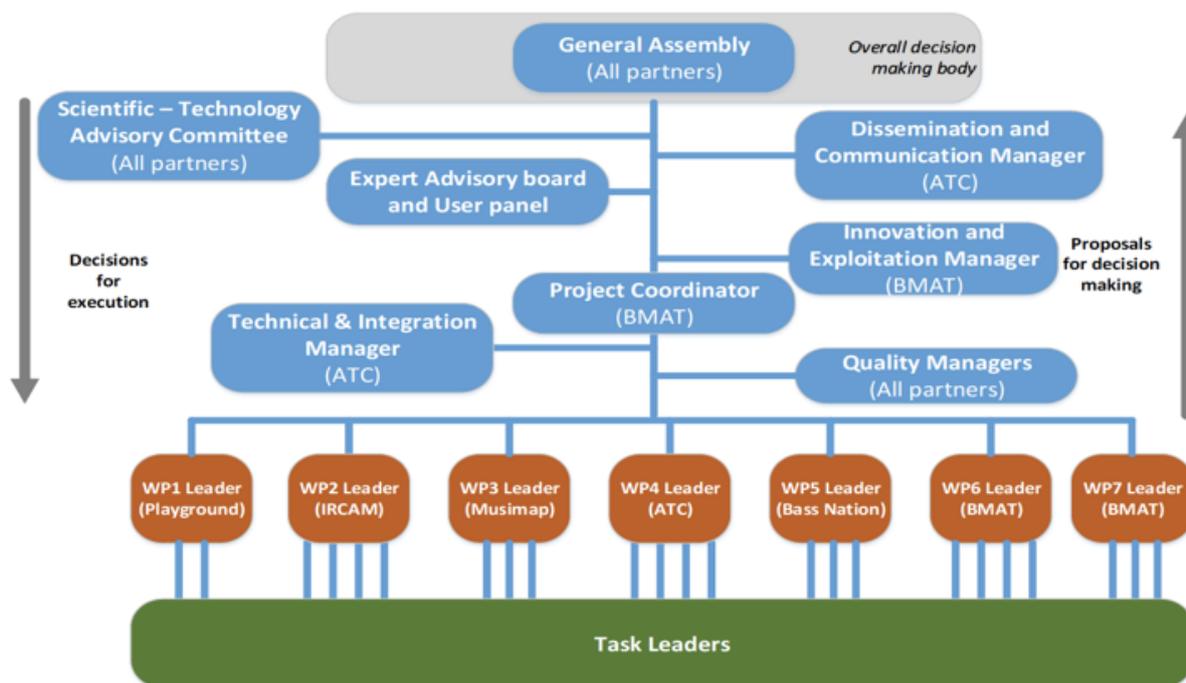
Figure 1: FuturePulse Management structure

3.1   Management Roles

The **Project Coordinator (PC)** is the legal entity acting as the intermediary between the Parties and the Funding Authority. The Coordinator shall, in addition to its responsibilities as a Party, perform the tasks assigned to it as described in the Grant Agreement and the Consortium Agreement. The responsibilities of the PC include the following:

- Organise and chair plenary meetings; support the meetings of the project committees and teams during all consortium meetings; in particular, take care of meeting preparation, agenda preparation, circulation of minutes, presentations and proceedings.

- Organise the project resources, control FuturePulse budget and finances (i.e. contracts, payments).

- Control the schedule of activities (time plan of tasks, critical tasks) and the allocation of effort.

- Ensure the effectiveness of the project's internal information services, including project mailing lists, internal document management system, and teleconference facilities.

- Control the quality of information flows (reviews).

- Formulate and adjust the FuturePulse strategic objectives in coordination with the GA.

- Resolve conflicts between partners, according to the agreed rules, extending them if necessary.
- Ensure that all deliverables are available on time to the Commission and to project partners.
- Liaise with and report to the EC on all matters concerning the project; liaise with related EU projects.

Additionally, the PC monitors the WP plans, communicates with the Project Officer in case of change of a deliverable, or deliverable submission date; informs the Project Officer in case of changes in the project work plan and provides the new project plan, submits progress reports to the EC services, undertakes the quality control of contractual deliverables, following the official Peer Review outcome, and has the overall responsibility for submitting the deliverables to the EC. Daniel Molina (BMAT) has been appointed for this role.

The **Technical and Integration Manager (TIM)** works closely with the PC, and is responsible for the overall project technical implementation as well as the management of all data sets. The TIM ensures the scientific and technical cohesion and excellence of the project, while overseeing the organisation of technical workshops and meetings, proposing the agenda in the technical workshops and meetings, supervising the quality of the deliverables produced by the WP1-WP5 and cooperating with the Innovation and Exploitation Manager and the PC to formulate the FuturePulse strategic objectives in coordination with the GA. Leonidas Kallipolitis (ATC) has been appointed for this role.

The **Innovation and Exploitation Manager (IEM)** is responsible for the business plan and exploitation activities of FuturePulse. However, each individual partner may have the final decision on the manner in which its foreground and background is exploited. The IEM assesses future alternatives of use and potential collaboration agreements with different stakeholders that will imply a greater commercial development of the platform. At the same time, the IEM will devise a dissemination plan, and engage beneficiaries into checking the commercial options of the resulting system. Jaume Vintro (BMAT) has been appointed for this role.

The **Dissemination and Communication Manager (DCM)** is responsible for the community engagement and dissemination activities of FuturePulse as described in WP6 and coordinates the communication and dissemination activities during the project lifecycle. The policies for the dissemination of knowledge from the project, e.g., press releases and joint publications, along with the exploitation of foreground and background knowledge are set out in the Consortium Agreement. Vasilis Papanikolaou (ATC) has been appointed for this role.

3.2 Consortium Bodies

The **General Assembly (GA)** is the decision-making body of the consortium, and leads the project at a strategic level; its members are also responsible for their respective WPs, following decision-making rules on the science, risks, engagement and exploitation. The full list of the matters to be handled by this board and the detailed procedures to be followed for making decisions and voting are set out in the Consortium Agreement.

The **Scientific-Technology Advisory Committee (STAC)**, composed by the PC and the TIM, together with the WP Leaders of WP1-WP5, whose role is to ensure strong collaboration between the scientific and technical WPs. Special attention will be given to the management of architectural harmonisation and integration across the various WPs, tasks,

methodologies and tools. Standardisation issues will be also highly considered. This committee is co-chaired by the PC and the TIM and assess the results obtained in the WP activities and delegate decisions to the GA only when they are contentious, when no consensus can be reached or when they involve major changes in the project's directions.

The **Quality Assurance Managers (QAM)** have overall responsibility for the task/deliverable quality. The QAM are liable for developing, implementing, communicating and maintaining the quality plan throughout the lifecycle of the project task. This role is also tasked with the identification of problems during internal audits. Once a problem is identified, the QAM are responsible for initiating corrective actions to eliminate it. Every partner has an authorised person for controlling quality-related issues. The responsibilities of this quality members are to ensure that all outputs from the respective organisation are consistent to the quality standards defined in the FuturePulse Quality Assurance Plan (this document) and that the reports and every document have the highest quality regarding their overview and context. QAM is also involved in the Peer Review of FuturePulse deliverables, according to the Peer Review scheme to be formulated in the project's Quality Assurance Plan.

The **Expert Advisory Board (EAB)** operates as a high-level evaluation and strategic consulting body. It consists of CEOs, directors and founders of outstanding organisations in the music industry. The EAB assist and facilitate the decisions made by the General Assembly. A non-disclosure agreement is executed between all Parties and each EAB member, who shall be allowed to participate in General

Assembly meetings upon invitation but have not any voting rights.

The following table lists the tentative EAB members of FuturePulse as stated in the Grant Agreement. This list will be updated in M3 with confirmed and new members.

Name	Country	Current Position & Expertise
Ludovic Pouilly	France	President of the Union of Online Music Services Providers and Senior Vice President of Institutional and Music industry Relations at Deezer, one of the most widely used music streaming services.
Scott Cohen	UK	Co-founder of the Orchard, the music, film and video global distributor and top-ranked multi-channel network working with independent artists, labels, and other content providers.
Lauri Richard	UK	Director of Licensing, International Federation of the Phonographic Industry, the performing rights organisation.
Paul Brindley	UK	Co-founder of MusicAlly, which provides information on the new music business, trains companies to understand the landscape, provides bespoke research and specialist consulting, and works with global networking events.

Table 1: Expert Advisory Board.

The **Expert User Panel's (EUP)** role is to evaluate the progress and the usability of the final platform from a user's perspective, consisting of a variety of possible end users from numerous entities of the music industry. Several of the members of the Expert User Panel will be directly involved in the pilot testing activities of FuturePulse.

The following table lists the tentative EUP members of FuturePulse as stated in the Grant Agreement. This list will be updated in M3 with confirmed and new members.

Name	Country	Current Position & Expertise
Ted Cohen	US	Managing Partner at TAG Strategic, a digital entertainment consulting firm focused on identifying market opportunities, growing brands and defining best practices for the entertainment, technology and mobile industries.
Åsa Carild	Sweden	Head of deals on the publishing side at STIM (e.g., deals with

Name	Country	Current Position & Expertise
		YouTube, Spotify, etc.).
Erik Braatas	Sweden	CEO at Phonofile (largest aggregator in Nordic countries), board member of Merlin (indie record labels joint organization making the deals with digital services, and distributing money to indies from digital services).
Michelle Kadir	Sweden	Director for Content and Distribution at Spotify.
Mark Lawrence	UK	CEO at the Association for Electronic Music.
Chris Carey	UK	Founder of Media Insight Consulting and former Global Insight Director at Universal.
Lee Morrison	UK	General Manager UK, Senior VP of the Rights Management Believe Group.
Ventura Barba	Spain	Executive director at Sonar. Since 2002 Sónar has organised more than 50 events in many different parts of the world, adapting the Sónar philosophy to unique venues and environments.

Table 2: Expert User Panel. Several of them have already confirmed their interest through a signed letter of interest.

3.3   Work Package Leader (WPL)

The project breakdown is structured into well-defined work packages (WPs) and tasks. As it is indicated in the WP description section, each beneficiary is the leader of a specific WP according to their experience and know-how. WP leaders (WPL) will represent the WP's interest and provide liaison with other WPs. The WPL's responsibilities are to:

- Control the progress of the scheduled work within the work-package in terms of technical and demonstration achievement, planned deliverables and expenses and to report to the MC.
- Collect the information needed to prepare the periodic progress reports.
- Manage topic ground meetings and to report to the MC on all matters related to the topic and WP progress.
- Organise regular WP meetings: guaranteeing smooth intra-WP cooperation, and flagging serious problems to the PMB.
- Assist the CM in producing annual reports and preparing for the technical reviews.

3.4   Task Leader (TL) and Deliverable Lead Beneficiary (DLB)

The task leader (TL) is the main responsible for the task progress. He/She also coordinates the deliverable contributors among the participants of the task.

The Deliverable Lead Beneficiary (DLB) is a special contributor to the deliverable, appointed at proposal time due to his/her expertise with regards to the deliverable.

3.5   Core team and supporting team

Who is who matrix spreadsheet will be available in order to have a list of all team members participating in the FuturePulse project.

3.6   Conflicts management and decision-making structure

For a detailed decision-making and problem-solving protocols, refer to the CA.

Project participants have a substantial track record on collaboration and European project expertise, and consequently the expected day-to-day methods to reach agreement will be informal, based mainly on telematic contacts followed by written confirmation. Key technical and project management issues will need to be agreed and documented in written form. Potential conflicts should be identified and brought to the immediate attention of the PC by

the appropriate management role or body. Any other project beneficiary may contact the PC directly, who will then attempt to resolve issues by discussion or by calling an ad-hoc meeting and/or audio conference.

The parties shall endeavour to settle their disputes amicably. All disputes arising out of or in connection with this Consortium Agreement, which cannot be solved amicably, shall be finally settled under the Rules of Arbitration of the International Chamber of Commerce by one or more arbitrators appointed in accordance with the said Rules. The place of arbitration shall be Brussels if not otherwise agreed by the conflicting Parties. The award of the arbitration will be final and binding upon the Parties. Nothing in this Consortium Agreement shall limit the Parties' right to seek injunctive relief in any applicable competent court.

3.7   Information flows mechanisms and procedures

For a detailed decision-making and problem-solving protocols, refer to the CA.

The Project Coordinator will ensure consistency across the work packages so that all project deliverables will be of an equally high standard; and he will also be responsible for the production of the Quality Assurance (QA) Plan at the outset of the project for implementation by all beneficiaries throughout the project; its implementation will be the joint responsibility of all beneficiaries. The QA Plan will set out the QA procedures, software development procedures, documentation, data handling and communication rules to be used by the project. In order to decrease risks, the technical development has been divided into modules, which are independent at the outset, until we reach the integration stage for the final prototype.

Basecamp is the main means of communication among beneficiaries. This will be the main vehicle for communication and discussion outside of the regular consortium meetings and teleconferences (supported by audio-meeting tools, including Skype or Hangout). The communication platform will keep all the partners fully informed about the project status, the planning of the large scale pilots and all other issues of importance to the partners in order to achieve maximum transparency and to increase the cooperation degree within the pilots, technical and management team.

A repository of draft reports, deliverables and meeting minutes has been established in Basecamp at the beginning of the project, compliant with European law of data protection[1]. Different levels of access will be granted for different kinds of documentation and areas of work, mainly work packages.

For technical work packages WP2-WP4, the technical partners will provide software repositories suitable for the activities performed.

Given the size of the consortium, and the degree of collaborative work involved, it is anticipated that there will be a rich flow of information between beneficiaries on Basecamp, which will enable the Project Coordinator and the Management Team to form a picture of progress. Management reports will be made available to the Project Coordinator periodically, following the time schedule and format set up by the European Commission.

Then, there are the (vitally important) regular meetings at which progress will be consolidated. Bilateral specific meetings (especially for technical, use cases and innovation issues) will be also hold when needed and suggested by the Project Coordinator and

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[1] https://basecamp.com/about/policies/privacy/privacy-shield

Technical and Innovation Managers with the view to focus better the work of a beneficiary or ensure the expected quality.

While all the above mentioned issues concern internal project communication (i.e. among individual beneficiaries), the FuturePulse project also wants to be highly visible to the outside world as much as possible in order to raise public awareness. This has been done by installing a publicly accessible website on which project aims and goals will be presented. Further dissemination and communication activities are outlined in the relevant WP6 description.

4   PROJECT INFRASTRUCTURES

4.1   Meetings

The following section describes information about the project meetings, preparations and reporting for each, logistics, record-keeping support, and some courtesy remarks. The foundation document is the Consortium Agreement, specifically the *6.3 General operational procedures for all Consortium bodies*. Based on it, this section will also suggests some procedures and provide more exhaustive details as well as specifications regarding periodicity.

During the project there will be different categories of meetings to support the communication, coordination, promotion and implementation of all work: General Assembly Meetings; Scientific-Technology Advisory Committee meetings; QA Managers; Work Package Meetings; External Expert Advisory Board and Expert User Panel Meetings; and, when needed, Ad-Hoc, bilateral and internal meetings. This section describes the general expectations for the necessary preparations, content development, timings, reporting and communications of each category of meeting.

The respective Manager will convene the meetings.

The Minutes templates available on the WP7 Basecamp repository shall be used.

At the moment of writing this deliverable (M1), the consortium is working on establishing a calendar of meetings including tentative venues and attendees. This calendar will be included in an updated version of this deliverable by M3.

4.1.1   Regular meetings

Meetings will be held in coordination with other meetings and events envisaged during the project lifespan as much as possible to safeguard efficiency. For instance, two of the plenary meetings will be held in conjunction with the review meeting of the first and second reporting periods (M12, M36) and preparation of use cases.

Plenary meetings scheduled for the GA and technical meetings will be organised. The members of the Expert Advisory Board and User Panel will be invited to participate in meetings according to the calendar that the consortium is elaborating at this moment (M1).

In order to ensure coordination and promote collaboration, regular making-decision project meetings will be organised every 4 months to discuss progress and collaborative efforts. Nevertheless, the project magnitude and its consortium size make advisable organising monthly GA audio-meetings, in order to ensure the progress, quality, and the control of the schedule, time and costs of the project.

4.1.2   Sending the Agenda

The organiser, or the person appointed by him, will develop and send the first draft of the meeting Agenda according to the statutory limits, giving partners the opportunity to suggest points of clarifications, improvements, or new items for consideration.

4.1.3   Attendance list and minutes

Essential for assessing project implementation is the record of the meetings that take place: the record of participation, the agenda, the discussions, the decisions and next steps, and the extra commentary that may arise about risks, for example – so important for Project

Management to ensure the equal inclusion of all voices in the meetings and the most accurate measure of the project's advances. Refer to the FuturePulse templates section.

The organiser will be responsible for
- Ensuring the recording procedure of the meeting and attendance list
- Distributing the minutes
- Collecting and storing minutes and attendance lists

4.1.4 Recommended good practices for meetings

It is convenient to group, concentrate different meetings in same days to ensure the participation and the efficiency. For having an efficient meeting, we encourage the following principles:

1   To limit to the minimum necessary the number of participants;
2   To schedule and communicate to the participants sufficiently in advance;
3   To limit to 30 minutes, or to 1 hour maximum the duration of the meeting;
4   To distribute the agenda, including date, time, expected duration, connection details sufficiently in advance (preferably 1 week before);
5   To distribute the documents needed for the meeting sufficiently in advance for reading them (at least 2 days);
6   To summarise and warn about decisions and next steps of minutes to all partners being affected within 2 days after the meeting;

4.1.5 Logistics

The schedule of meetings considers the following principles:

- A rigorous and cost-effective use of resources provided by the EU,
- The project duration (36 months),
- The number of reporting periods (x3),
- The venue of the plenary meetings at the premises of the entities represented in the consortium.

As a general rule, the coordination of the research and innovation activities will be done mainly through BaseCamp and audio and video conferences as the consortium is committed to reduce travel expenses as much as possible, although face-to-face meetings will also be crucial for the success of the project.

4.1.6 Voting rules and quorum

The voting mechanism will be based on the following principles:

- The General Assembly shall not deliberate and decide validly unless two-thirds (2/3) of its Members are present or represented (quorum).

- If the quorum is not reached, the chairperson of the GA shall convene another ordinary meeting within 21 calendar days. If in this meeting the quorum is not reached once more, the chairperson shall convene an extraordinary meeting which shall be entitled to decide even if less than the quorum of Members are present or represented.

- Every beneficiary represented in the GA has one vote.

- A Party which the General Assembly has declared according to Section 4.2 of the GA to be a Defaulting Party may not vote.

- Decisions shall be taken by a majority of two-thirds (2/3) of the votes cast.

4.1.7 *Meetings organisation*

	BEFORE	DURING	AFTER	ANATOMY
AGENDA	The organiser/chair of the meeting or the person appointed shall give notice of the meeting to each attendee as soon as possible within the statutory time limits.	The agenda shall be respected. If a new item was included, this will be reported in the minutes.	The agenda will be added to the minutes document.	1. Partner organiser name, 2. Date, time 3. Meeting Objective 4. Chair 5. Attendees list 6. Agenda points (with duration) 7. Materials 8. Room(s)
MATERIALS	Materials or documents needed for the meeting shall be circulated among the attendees with sufficient time to be read.			
ATTENDANCE LIST	The attendance list sheet has to be prepared and ready for the meeting. For all meetings, including working meetings within the partner itself, there should be an attendance list.	Face-to-face attendees will sign personally the list sheet. The template allows including a checkbox for those members attending virtually.	The organiser will scan an upload the attendance list to the meeting's repository (Basecamp). The excused ones should be detailed on the minutes.	Attendees' 1. Full name 2. Organisation 3. Signature or 4. Checklist attendance
MINUTES	The organiser/chair of the meeting or the person appointed will be the responsible for taking the minutes.	Minutes should include brief summary of interventions, highlighting comments, decisions reached, votes results, action points to be taken, and next steps citing the responsible persons and timings expected of any actions or decisions	Minutes will be circulated around the attendees to reach agreement about its content. Once agreed, the organiser will upload the minutes and the video recording (if exists) to the meetings' repository (Basecamp), and update the Meetings Log (Google document).	1. Agenda 2. Participants 3. Excused 4. Minutes registered 5. Minutes video-recorded

| | The organiser will ensure the space room and set up the videoconferencing room and record.

It shall fill in the agenda and attendance list for the meeting. | The tool made available for videoconference allows sharing screen. | The organiser will update the Meetings Log (Google document). | 1. Meetings templates 2. Meetings log 3. Meetings folder (Basecamp) 4. videoconference tool |
|---|---|---|---|---|
| **OTHER** | | | | |

Table 3: Meetings Organisation

4.2   Deliverables

4.2.1   Deliverable List

Deliverable (number)	Deliverable (name)	WP	Lead part.	Type	Dissemination level	Delivery date
D7.1	Project quality and assessment plan	7	BMAT	R	PU	M1
D6.1	*FuturePulse* website online	6	ATC	P+R	PU	M2
D1.1	Music industry innovation report v1	1	Playground	R	PU	M2
D1.2	*FuturePulse* requirements v1	1	BMAT	R	PU	M6
D6.2	Communication & dissemination plan	6	BMAT	R	PU	M6
D7.2	Data management plan v1	7	BMAT	R	PU	M6
D4.1	Overall system architecture	4	ATC	R	PU	M6
D2.1	Data specifications and collection v1	2	CERTH	R&O	PU	M9
D5.1	Pilot plan	5	ATC	R	PU	M9
D2.2	High-level music content analysis framework v1	2	IRCAM	R&O	PU	M12
D3.1	Predictive analytics and recommendation framework v1	3	CERTH	R	PU	M12
D4.2	Visual analytics for music	4	BMAT	P&R	PU	M12
D7.3	First periodic activity and management report	7	BMAT	R	PU	M12
D8.1	POPD – Requirement No.1	8	BMAT	R	CO	M12
D8.2	H – Requirement No.2	8	BMAT	R	CO	M12
D1.3	Music industry innovation report v2	1	Playground	R	PU	M13
D4.3	*FuturePulse* platform and APIs	4	ATC	P&R	PU	M14
D1.4	*FuturePulse* requirements v2	1	BMAT	R	PU	M15
D6.3	Exploitation plan	6	BMAT	R	PU	M15
D4.4	*FuturePulse* use case applications v.1	4	ATC	P&R	PU	M18
D2.3	Data specifications and collection v2	2	Musimap	R&O	PU	M21
D3.2	Predictive analytics and recommendation framework v2	3	Musimap	R	PU	M24
D4.5	*FuturePulse* use case applications v2	4	ATC	P&R	PU	M24
D5.2	Record Label pilot report v1	5	Playground	R	PU	M24
D5.3	Live Music pilot report v1	5	Bass Nation	R	PU	M24
D5.4	Music Platform pilot report v1	5	Spotify	R	PU	M24
D6.4	Communication & dissemination report v1	6	ATC	R	PU	M24
D7.4	Data management plan v2	7	BMAT	R	PU	M24
D7.5	Intermediate periodic activity and	7	BMAT	R	PU	M24

	management report						
D2.4	High-level music content analysis framework v2	2	IRCAM	P&R	PU	M30
D3.3	Predictive analytics and recommendation framework v3	3	CERTH	R	PU	M30
D4.6	*FuturePulse* use case applications v3	4	ATC	P&R	PU	M30
D5.5	Record Label pilot report v2	5	Playground	R	PU	M30
D5.6	Live Music pilot report v2	5	Bass Nation	R	PU	M30
D5.7	Music Platform pilot report v2	5	Spotify	R	PU	M30
D4.7	Final FuturePulse platform and applications	4	ATC	P&R	PU	M36
D5.8	Final pilot report	5	Bass Nation	R	PU	M36
D6.5	Communication & dissemination report v2	6	ATC	R	PU	M36
D6.6	Exploitation report	6	BMAT	R	PU	M36
D7.6	Final periodic activity and management report	7	BMAT	R	PU	M36

Table 4: Deliverables List

4.2.2 Deliverable Anatomy

All deliverables must be presented in a common format. The related template can be downloaded from the "WP7-Management" Basecamp repository ("Docs&Files" > "Templates"). Each deliverable should be structured as follows:

Cover		Including
		• FuturePulse logo,
		• Deliverable number and title,
		• Date, author(s) and contributor(s) and it(s) respective organisation(s) full name(s) –no logos needed.
		• The EU disclaimer.
Inside Cover	**(data)**	Including
		• Deliverable number and title,
		• Deliverable status description
		• Dissemination level,
		• Nature,
		• Publication date,
		• Author(s), contributor(s), reviewer(s),
		• Keyword(s),
		• FuturePulse website.
	(change log)	• Version number,
		• Date of change,
		• Description,
		• Person responsible.
Inside	Acknowledgments	Optional. Authors thanks people helpful in some way relative to the book
	Table of content, figures list	It will be produced automatically if MS Word styles are used for the headings of the documents.
	List of Charts, Diagrams, Photos or Illustrations	If necessary.

	Introduction	This section should always present the purpose of the deliverable as well as its context
	Executive summary	This section should be a synopsis or general overview, summarising the content of the document
	Core text	This is the main part of the deliverable and should explain clearly how the results were achieved, including diagrams or pictures to illustrate technical/scientific points. For prototype or test results etc., it should contain a user manual, photos and description of location, specifications, test scenario or any other appropriate information
	Conclusions	With a summary of the major results of the deliverable.
	Appendices	Optional. Section in case additional information related to the deliverable should be collected and not delivered as a different supporting document
	Glossary	Optional. Section with the acronyms, abbreviations and scientific terms and descriptions.
	Bibliography	Optional. Section with the list of documents, publications, scientific articles, websites and other key references used for the deliverable.

Table 5: Deliverable Anatomy

4.2.3 Deliverable description, nature and confidentiality level

Each deliverable must state the status of its level of progress, one of the following:

Status description	**Opened**	Not started or under development
	Closed	Finished but not reviewed and not internally approved yet
	Delivered	Reviewed and submitted to the EC
	Accepted	Submitted and accepted by the EC, therefore finished
	Delayed	When the planned deadline will not be accomplished
	Cancelled	When the deliverable will not be handed
Nature	**R**	Document, report
	DEM	Demonstrator, pilot, prototype
	DEC	Websites, patent filings, videos, etc.
	OTHER	...
Confidentiality level	**CO**	Confidential, only for Consortium members, and EC.
	RE	Restricted to a group specified by the Consortium, and the EC.
	PP	Restricted to other programme participants, and the EC.
	PU	Public
	XX	*Ethics*

Table 6: Deliverable description, nature and confidentiality level

4.2.4 Deliverable workflow and responsibilities

The following table shows the workflow defined by the Consortium for deliverables:

Review workflow		
45 days before official delivery date	Draft of deliverable	Deliverable Lead Beneficiary
38 days before official delivery	Peer-review of the draft	2 Reviewers
14 days before official delivery date	Final deliverable ready for revision	Deliverable Lead Beneficiary
7 following days	Peer-Review the documents and send feedback and recommendations to improve	2 Reviewers
7 remaining days	Use this feedback to produce the final version of the document to be submitted to EC	Deliverable Lead Beneficiary

1. 45 days before the official delivery date, the Deliverable Lead Beneficiary (DLB) sends a first draft of the deliverable, including information for all the contributions needed for a preliminary feedback [status: open].

2. One week later (38 days before the official delivery date), the 2 reviewers appointed for the deliverable send a report with quality assessment considerations.

3. 14 days before the official delivery date, DLB composes the deliverable ready to be reviewed by the peer reviewers [status: closed].

4. 7 days before the official delivery date, the 2 peer reviewers appointed for the deliverable send a new report with quality assessment considerations

5. The DLB updates the deliverable according to the report received by the peer reviewers and generates the final agreed version of the deliverable [status: closed].

Once the deliverable has been closed, the DLB will upload the deliverable to the Basecamp repository and the Coordinator will submit the deliverable to the EU either by sending it via email or by uploading it to the Participant Portal [status: delivered].

The Coordinator institution team, with the support of the Project Manager, reviews and monitors the deliverables development, submission to and acceptance by the European Commission [status: accepted].

4.2.5 Deliverable filing

Deliverables with the status [delivered] must be filed on its correspondent Work Package, 'Docs&Files', folder on the Basecamp tool by the Deliverable Lead Beneficiary. It is the folder from which the deliverable will be submitted to the Participant Portal by the coordinator.

4.2.6 Deliverable upload

Deliverables must be uploaded to / by:

- Participant Portal (all deliverables) by the Coordinator (BMAT). See GA 19.1
- Respective Work Package Basecamp's repository (all deliverables) by the deliverable Lead beneficiary
- Website (only those approved by the European Commission and classified as Public) by the Work Package 6 leader

4.2.7   Deliverables peer review

To ensure that deliverables are of an appropriate standard and quality, all deliverables must be validated internally before being submitted to the EU, for what an internal peer-review system has been implemented.

By means of this system, all deliverables will be internally reviewed sufficiently in advance to allow for proof reading, feedback and updates.

The internal quality validation in terms of content (internal technical validation and internal formal validation) will be performed by i) two partners not involved in the deliverable production (1 of them member of the WP Leader institution), in order to provide constructive feedback with the aim of enhancing the final result, and ii) the Project Management team (quality check), which will also ensure that the deliverable reaches the expected quality level.

In order to ease the peer-review process, a document template for peer-review has been provided. This document includes the following checklist:

- Is the length of the deliverable justified? If not, please specify by e.g. indicating parts that are superfluous, irrelevant, redundant, vague or would need more explanation?
- Does the deliverable meet the objectives of the deliverable described in the respective Work Package Work Description? If not, please indicate the parts where improvement is necessary.
- Is the content of the deliverable focused and presented in a precise and to-the-point manner? If not, please indicate the parts where improvement is necessary.
- Does the deliverable require substantial revision or rewriting? If yes, please give concrete suggestions how to improve the deliverable.
- Major strengths
- Major weaknesses
- Is it necessary for the revised deliverables to be reviewed again before submitting it to the EC?

4.2.8   Non submission by partners

The Task Leader will inform the Project Coordinator and the Work Package leader when a partner contributor/author in a deliverable does not contribute in time. The Project Coordinator will inform the General Assembly of any difficulty, lack of quality or delay encountered and will suggest contingency measures.

The consequences of the non-compliance are described in GA 19.2.

4.3   Central Archiving and Information Distribution

4.3.1   BaseCamp

Basecamp is the main communication tool for the project.

All individuals working on the project have access at least to the WP7 Basecamp (Project Management). Apart from this, all partners are involved in the other WP Basecamp spaces according to their expressed involvement and needs. The management of this membership will be updated during all the project lifetime.

4.3.2 File naming conventions

Deliverables have to be named following the numbering and naming (nomenclature) of the Grant Agreement, as follows:

"FuturePulse_D" + deliverablenumber + deliverablename + version.pdf

For instance: FuturePulse_D1.3_Final_project_report_v1.2.pdf

Supporting documents have to be named following a similar-based numbering and naming (nomenclature) of the Grant Agreement, as follows:

"FuturePulse_SPD" + wpnumber + ["D" + deliverablenumber] + descriptivename + version.pdf

Some examples:

FuturePulse_SPD_WP1_BCN_20170925_Kickoffagenda_v2.doc

FuturePulse_SPD_WP7_FlyerFuturePulse_v1.pdf

FuturePulse_SPD_WP7_D9.2_GoogleAnalytics_1Semester_v1.pdf

4.4 Supporting documents

It is expected to obtain a set of additional results as a consequence of the production of the contractual results of the project (deliverables). All these results should be appropriately developed, registered and stored following the common rules agreed within the project execution for deliverables.

It is important to mention here that any supporting document shall be related always to a WP and, if possible and logical, to a deliverable.

4.4.1 Supporting documents status description

Each supporting document must state the status of its level of progress, same ones that for deliverables.

4.4.2 Supporting documents filing and upload

Those supporting documents that do not contain sensible information shall be filed in the correspondent WP 'Scope' folder on the BaseCamp account.

4.4.3 Supporting Documents Confidentiality Level

Each supporting document shall state a level of dissemination, same ones that for deliverables or, additionally, 'INT' as a new level:

INT   Internal, only for members of the Consortium (excluding the EU services).
IMPORTANT: This level applies to internal working documents and CANNOT be used for contractual deliverables.

If the authors of a restricted document or a contractual deliverable, decided collectively to produce and publish a part of it, this might be released. The agreement should be by written and communicated to the General Assembly. The Consortium Agreement, partners' timing, rights and no damages shall be respected.

4.4.4 Supporting documents review

Although there is no specific workflow expected for the supporting documents, since they are a result ad-hoc to a deliverable and within a work package, both the work package Leader

and the Deliverable Lead Beneficiary shall ensure its quality and the appliance of the rules regarding to any result derivate/needed.

5   COMMUNICATIONS WITHIN AND OUTSIDE THE PROJECT

This section presents FuturePulse project's standards and practices for communication, establishing the public image and setting the common framework for both internal and external communications. It includes procedures and tools description.

5.1   Project Assets

5.1.1   FuturePulse Logo

FuturePulse logo should be used, together with the appropriate EC logo, in the header or footer of all communications using WORD, Open Office documents, or other. In this way, all our project's internal documentation exchanges shall follow a uniform presentation for all records.

5.1.2   FuturePulse acronym usage

FuturePulse correct acronym and full name as stated in the proposal appliance and the Grant Agreement, including the usage of upper and lower case, must be always respected, as follows:

Acronym: FuturePulse

Full name: Multimodal Predictive Analytics and Recommendation Services for the Music Industry

5.1.3   FuturePulse Templates

An official set of templates has been prepared to facilitate and standardise the project communications: contractual, external and internal. Therefore, the use of these templates is mandatory. They are available for download from the WP6 Basecamp.

All templates shall include the project logo, EU emblem and disclaimer. Consult project templates, deliverables and supporting documents as reference.

Therefore, templates for Deliverables, Slides, Project Meetings Minutes, Attendance Sheets, Time Sheets, Peer-reviews and Internal Progress Reports are provided in Basecamp. The purpose for using the following templates is described:

- Attendance list: Template for recording the registration of each participant in a face-to-face project meeting
- Minutes: Template for the follow-up and reporting of each project meeting
- Slides: Template for presentations in meetings, reviews and dissemination
- Deliverable: Required for the release of any contractual deliverable.
- Report: Template for the release of technical reports on project results, contractual and internal progress reports, review reports, etc. by any partners.
- Peer-reviews: Template for the assessment of deliverables.
- Time Sheets: Each institution will have its own specific internal institutional time sheet format. For the project, we probably will require using a specific for recording efforts.

5.1.4 *FuturePulse language results delivery*

All results of the project, shall be produced in English language. Additionally, it is possible to translate them to the main partner country language as needed, if required, using the partner's own budget for this. In respect to the financial justification of this expense, please consult the correspondent partner's financial office, or the Project Coordinator.

5.1.5 *European Commission emblem and disclaimers*

It is a must to include the EU flag and disclaimers in any result, of any kind, of the FuturePulse project. The following rules and texts for disclaimers are based on the following documents published by the European Commission and available on its website:

- The use of the EU emblem in the context of EU programmes Guidelines for beneficiaries and other third parties October 2012 (EU_emblem_rules_2012.pdf)

- Guidelines-studies-publications-by-external-org.pdf

- See also https://ec.europa.eu/research/index.cfm?pg=faq&idfaq=51443 for a Q&A regarding the use of the "H2020".

Basic Rules

The minimum height of the EU emblem shall be 1 cm. The name of the European Union shall always be spelled out in full. The typeface to be used in conjunction with the EU emblem can be any of the following: Arial, Calibri, Garamond, Trebuchet, Tahoma, Verdana. Italic and underlined variations and the use of font effects are not allowed. The most usual disclaimers would be:

"Funded by the European Union".

Font arial, no italics; and minimum 1cm width for the flag.

For deliverables and other publications

"This document/publication/website/etc[1] [has been prepared for the European Commission however][2] it reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein."

[1] Pick just one of them.
[2] Optional. Not all publications are for the European Commission.

For the website

"FuturePulse is coordinated by BMAT Licensing S.L. (BMAT) and funded by the European Commission's Horizon 2020 ICT Programme. This website reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein"

Website referrals and links

"FuturePulse is not responsible for any contents linked or referred to from these pages. It does not associate or identify itself with the content of third parties to which it refers via a link. Furthermore FuturePulse is not liable for any postings or messages published by users of discussion boards, guest books or mailing lists provided on its page. We have no control over the nature, content and availability of any links that may appear on our site. The inclusion of any links does not necessarily imply a recommendation or endorse the views expressed within them"

Copyright

>"FuturePulse intends not to use any previously copyrighted material for the publication or, if not possible, it will duly indicate the copyright of the respective artefact.

>The copyright for any material created is reserved. Any duplication or use of objects such as diagrams, sounds or texts in other electronic or printed publications is not permitted without the author's agreement."

Privacy Policy

>"If the opportunity for the input of personal or business data (email address, name, address, etc.) is given, the input of these data takes place voluntarily. The use and payment of all offered services are permitted – if and so far technically possible and reasonable – without specification of any personal data or under specification of anonymised data or an alias. The use of published postal addresses, telephone or fax numbers and email addresses for marketing purposes is prohibited; offenders sending unwanted spam messages would be punished.

Collection, processing and use of personal data

>"You can visit FuturePulse website without submitting any personal details.

>No personal information, such as name, company, address, telephone number or e-mail address, is collected during your visits to our web pages, unless you provide us with such information voluntarily in the framework of making inquiries and or any offers of collaboration and support. We also use these data for internal statistic for the knowledge of the European Commission as FuturePulse's funding body. No personal data will be released, forwarded, sold or transferred to third parties.

>When you voluntarily send us personal information such as your name, e-mail or postal address, telephone number, personal messages, etc. via our web pages or by e-mail, we store and use this information for the purposes of rendering the requested service in each instance."

5.2   Tools and techniques

5.2.1   Communication technology

Basecamp service has been contracted and set up for the Management of the project and it is highly recommendable to use it as well for the communication within the project for all the WPs. This tool/service has been selected taking into account criteria of easy-usability, features, non-per-user fee, quality and price.

The coordinator is responsible for the maintenance and the cost. Any problems with gaining access to Basecamp shall be communicated to the Project Coordinator.

All individuals participating in the project will have a Basecamp account. The logins and passwords are personal and should not be shared with third parties.

Basecamp is a restricted area (only accessible by the project partners, the EC project officer, and the Advisory Boards) that will contain documents and confidential information related to the project's internal activities and reporting (e.g. Grant Agreement, Consortium Agreement, Description of Action, Deliverables, templates, meeting presentations, minutes and peer-reviews).

The following Basecamps are foreseen: one for each WP, one for the General Assembly and one for the Technical Board. It is flexible, so they can be opened or closed as decided.

5.2.2   Communication models

In order to manage and avoid any barriers (noise), it is highly recommended to use mostly Basecamp as way push (sent information) and pull (download) communications.

5.3   External communication

This section presents the standards and purposes for using specific templates and guidelines for external project communications and project record keeping.

5.3.1   Communications with the European Commission

The Project Coordinator will be the sole contact person for the project with the European Commission.

Though she/he will be the deliverer of all project Reports to the EC, which follow the official templates and guidelines in H2020 as found on the Participant's Portal (show http://ec.europa.eu/research/participants/portal/desktop/en/home.html), she/he may also have the opportunity to contact the Project Officer and other relevant EC authorities in less formal ways. These may include emails or phone calls, for example, or face-to-face meetings. The record of these communications will be duly noted for the knowledge of the other members of the General Assembly (GA).

5.3.2   Project Website

A dedicated public website will be created by M2 of the project and it will contain specific information on the project, project objectives, partner's profiles and team members (D6.1). Moreover it will produce an extensive record of all publications and communications originated during the course of the project, including downloadable documents (press releases, news items, e-Newsletters, public deliverables, useful links, etc.).

It will be possible for all website users to provide feedback on the project activities and publications. Visitors and community members will be allowed and encouraged to contribute to the dissemination of project results, thanks to the website features allowing them to share contents through a variety of social networks.

5.3.3   Templates for Brochures, Flyers, Posters, and Presentations

Two of the main purposes of these materials are to a) raise visibility about our project and its objectives and the partners involved; and, b) inform audiences about our work activities and results in a highly attractive, understandable and memorable way. This is why we will follow a unified style and layout, including the policy for logos, when we produce these materials so as to enhance their aesthetic quality, readability and to create the corporate ID and brand recognition in front of stakeholders.

The layouts and style for these are defined in the short-term so we can begin project Dissemination. During this time, Project Coordinator welcomes feedback from all partners on the design process, specific country needs, and the final results.

5.3.4   Press Releases, Interviews

In keeping with the Dissemination plan (D6.2), each partner will issue a media/press release about the start of the project. If not produced in the working languages of the project, this

information should be translated and must ensure the proper citation of the Project's Name, Coordinator and Partners, Grant Agreement Number, Funding, Dates, the H2020 funding Call and Topic, and links to relevant EU H2020 websites, highlighting our own project's site.

Partners shall keep a clear record of all press coverage – saving the link, or scanning, storing and sending to Project Management all newspaper, journal, magazine or other hard copy coverage of the project in the mass media.

We expect to give a number of interviews to the media during our project. These could take place either live via radio or TV or internet streaming or by asynchronous means like You Tube, printed press and other means. All partners should follow the same process for record keeping as mentioned above and submit a short explanation of the act in English to facilitate understanding for international audiences. Of course, as much as possible, we will want to promote all such interviews via our webpage.

5.3.5 Multimedia and Social Media

As stated in the Grant Agreement (WP6 Description of Action) FuturePulse will use social media tools to demonstrate innovative and up-to-date use of technology. The main FuturePulse news items will be included in the social media channels accordingly to the Communication & Dissemination Plan (D6.2).

5.3.6 Publications

It is worthwhile to recall FuturePulse's specific and measurable communication activities, using these external communication templates and guidelines, so that the project a) has the objectives clear; and, b) can spot opportunities to surpass the targeted objectives with even greater audience reach.

Dissemination means	QA parameter	Success indicator(s)*
Website	- Number of unique visitors - Average visit time on site	Around 5000 unique visitors per month, with half of them spending more than 5 minutes on the site.
Social Media	Flow of communication, number of posts/followers	1000 posts and shares in Social Media, 10000 followers and/or Facebook likes.
Brochures	- Number of distributed brochures	Preparation and distribution of a general brochure, to be customised for all the target user groups, explaining the way that *FuturePulse* advances their business. In total, 2000 brochures are foreseen to be distributed.
Project Posters	Number of posters	Design and print of at least 20 focused posters during the project lifetime.
Publications / Journal articles	Number of publications	Production of at least 10 publications to peer-reviewed journals and conference proceedings, both scientific and industrial ones.
Participation in events and presentations to workshops	- Number of activities - Audience size	Project presentation in 10 different industrial and technology events that will be attended by approximately 2000 stakeholders.
Event organization	Number of organised events	At least one (towards the end of the project).
Project showcases	Number of demonstrations	At least 10 demonstrations to potential clients in the last half of the project lifetime.

numbers refer to project lifetime unless stated otherwise

Table 7: Measuring the effectiveness of the dissemination and communication activities

5.3.7 Permission for external Publication

This section describes and complements the content included in the Consortium Agreement, 8.4 Dissemination.

Publication means: any information or result disseminated to third parties.

This process is established in order to provide coordination, consistency and quality of publications for the benefit of the project's reputation and, to give visibility within the project to any public relation activities of the Partners.

In case the name of (an) other Partner(s) will be mentioned in the publication, written permission shall be asked from that particular Partner(s).

If a Partner wishes to publish Information generated in the FuturePulse project:

1. Consultation with the GA must be made before the initial submission of the publication to peer-review and during peer-review (if applicable).

2. The approval of all involved partners has to be requested and drafts have to be circulated. No reactions within 30 working days for journal articles, working papers, books, books chapters and published conference papers and 2 working days for blog posts, web content and press articles, it is approved to publish. In case of non-unanimously the Project Coordinator will take the final decision.

3. Immediately after the publication, the publishing Partner shall submit a copy of the final publication to the Central Archive (and will be made available on the project web site) and he shall inform all Partners.

These rules will not be mandatory if the whole information to be published was being entirely generated by the publisher. So, any partner is allowed to publish results if it doesn't involve another partners in FuturePulse. In any case the partners shall be notified at least after publication in order to let the responsible parties for dissemination carry out their work more effectively.

5.3.8 Open Access guidelines

FuturePulse acknowledges the importance of Open Access (OA) policies towards accelerating and broadening the dissemination of the publicly funded results of the project, as well as towards boosting the visibility of European research. Furthermore, open access could facilitate SMEs (which are among the main target audiences for the project's results) to access and use results that will be published around the open source project that will be established. To this end, the project will establish and promote measures for open access peer-review scientific publications.

FuturePulse researchers and partners will be given the freedom to choose between the two main Open Access publishing modalities:

- (A) «Gold» OA in either full or hybrid open access journals. As part of this option, the partners should be responsible for handling the publication fees, and
- (B) «Green» OA through self-archiving journal articles in OA repositories. To this end, researchers will be offered the option of publishing in journals contained/registered in:
    - Registry of Open Access Repositories (ROAR):

http://roar.eprints.org

- o Directory of Open Access Repository (OpenDOAR):
  http://www.opendoar.org
- o Open Access Infrastructure for Research in Europe (OpenAIRE):
  http://www.openaire.eu
- o Zenodo:
  https://zenodo.org

6 RISKS

6.1 List of critical risks and mitigating actions

The following table drafts the risks identified in the project and describes measures to reduce any consequences. This list of risks and relevant contingency plans will be updated each 6 months and are included into the management periodic reports.

Description of risk	WP(s) involved	Proposed risk-mitigation measures
Technical, Exploitation Technical challenges and/or new exploitation opportunities may appear during the project, raising the need to reorient work in different directions compared to the initial plan. Likelihood: Medium, Impact: Medium	WP2, WP3, WP4, WP5	Adjustment of the objectives will be accomplished according (among others) to important market developments and on-going competitive research. This will be effected in cooperation with the Project Officer. In cases of significant required changes, a request for Amendment of the Contract may be issued.
Innovation, Exploitation Competing services enter the target market by new or existing companies, offering similar services to FuturePulse. Likelihood: High, Impact: Medium	WP1, WP6	A thorough analysis of existing music services with similar functionalities and target end users will be conducted in T1.1, which will complement the one performed for this proposal. Moreover, the project (within WP6) will continuously monitor the developments in the music industry, and raise alerts in case of highly competing products and services. Given the extensive feature set and capabilities foreseen for the platform, it will be possible to make necessary changes and adaptations to deliver a unique product to the market.
Technical issues and failures during system integration that affect the system functionality and the project time plan. Likelihood: Medium, Impact: Medium	WP4	The involved partners shall immediately look into the problem, identify the cause, redesign and amend the required components accordingly in order to cause minimal disruption to the overall system deployment. In case of issues that require a longer period of time to be fully addressed, temporary solutions that can be set up fast will be devised.
Managerial High geographical dispersion and multidisciplinary character of the consortium Likelihood: Medium, Impact: Medium	WP7	While the consortium is widely distributed across the EU, sub-groups of partners work in the same geographical region and on specific project domains. Regular teleconferences and physical meetings are in place to ensure smooth collaboration. All partners are highly experienced in international collaborations.
Technical, Managerial The software functionalities do not meet user requirements and therefore the end solution is not acceptable.	WP4, WP5	To avoid misspecification and insufficient implementation of software functionalities, the pilots are involved in the system specification from an early stage. The incremental development, pilot testing and evaluation methodology of the project

Likelihood: Low, Impact: High		will assure that the SW meets the defined user requirements.
Managerial Low commitment, availability and productivity of project partners Likelihood: Low, Impact: Medium	WP7	Addressed through the established management processes involving the appropriate management committees (GA, DCM, TIM, IEM, QAM, WPL).
Innovation The development of innovative solutions may prove too optimistic, given the required development time and expected performance. Likelihood: Low, Impact: Medium	WP2, WP3	The main milestones are firmly achievable, as they are purely based on the consortium members' previous work and their areas of excellence. Thus, even if 100% success in each of the constituent parts is not achieved within the expected timeline, the overall functionality of the framework will remain within the predefined requirements
Innovation, Exploitation Lack of interest from industry stakeholders to adopt FuturePulse services. Non user friendly and flexible tools, unfit for business needs. Likelihood: Low, Impact: Medium	WP1, WP5, WP6	The innovative features of the service, the presence of experienced pilot users, leaders in their respective markets, and the continuous pilot testing of tools in real production settings, will guarantee that the project results are fit for the market needs and exploitable. The KPIs derived will manifest the tangible benefits that can be accrued by integrating FuturePulse solutions in the business value chain. In case of low levels of user satisfaction, the incremental and continuous evaluation process will give room for necessary corrective actions.
Technical, Exploitation Introduction of new standards, law and certifications affecting the success of the project activities Likelihood: Low, Impact: Medium	WP2, WP4, WP5, WP6	The consortium will monitor pertinent standards and partners will provide recommendations on how to address these in the project in case changes arise. The fact that there are two rounds of design and three cycles of development and pilot testing in the project also allows for appropriate adjustments.
Technical, Managerial Low quality of deliverables Likelihood: Low, Impact: Low	WP1, WP2, WP3, WP4, WP5, WP6, WP7	Regular quality reviews will be in place and peer reviewers will be assigned for each deliverable

6.2 Risks management procedure

The risk management procedure is an iterative process that is used throughout the life cycle of the FuturePulse project and consists in the following phases:

1. **Identification**: WP Leaders shall identify and define risks within the project and

allocate them to a risk owner.

2. **Assessment**: All risks shall be analysed and allocated to a category of probability ('High', 'Medium' or 'Low'). Each category will have a different level of impact on the Project, as defined below:

   ○ **High** – will add significant issues to the project (timeline, budget, achievement of results); represents a major problem for which there is currently no solution; the risk requires decision by the GA;

   ○ **Medium** – will add minor issues to the project; the risk has the potential of being resolved at a working level;

   ○ **Low** – minimal impact on the project but could be a threat; if the risk arises can be dealt with easily at working level

3. **Planning**: A Risk Owner is appointed for each risk and is fully accountable for the action plan. Mitigation actions can be:

   ○ preventive actions to remove the cause of the risk;

   ○ mitigation actions to reduce the probability and/or the impact of the risk;

   ○ recovery actions to reduce the impact after the risk has happened (i.e. it has become an issue).

   Action plans for each risk are defined and approved by the WP Leader or, depending on the impact of the risk, by the GA. An action plan may encompass several actions. The Risk Owner may choose to nominate different Action(s) Owner(s), if he/she considers that he/she is not in a position to implement the mitigation action(s) by him/herself.

4. **Monitoring**: This process includes:

   ○ following up risks' mitigation actions;

   ○ monitoring risks by detecting new risks or modification of current known risks;

   ○ re-assessing risks according to implementation results of mitigation actions/Project evolution;

   ○ writing risks reports to higher management (GA).

   All Risks and their associated mitigation plans are the responsibility of the Risk Owner and WP Leader, under the monitoring of the project coordinator. If risks fall outside a WP and are Project related, they will be the responsibility of the GA.

6.3 Associated management tool

Risks are managed with the help of a Risks Register, which describes the risk identification and mitigation plan, and allows monitoring the progress of each of the identified risks. As it contains non-confidential information, it will be shared with all partners. Such Register will be created as a Google Spreadsheet which contains the following columns:

Column Title Description

- Risk ID Reference number of the risk – maintained by the tool.
- WP: It makes reference to the WP number, which is related to the risk. When several WPs are affected by a risk, the word "Project" is used.
- Task: It makes reference to the Task number, which is related to the risk. When several Tasks are affected by a risk, the word "WP" or "Project" is used.
- Description: (The risk is that if…) Accurate description of risk.

- Impact: (Then…) Description of impact of the risk on the Project (objectives, schedule, costs).
- Risk Owner: (Name, Partner) Name and affiliation of the person who will take charge of the risk.
- Initiation Date: (When it is identified) Date or period when the risk has been identified.
- Probability: The level of the risk ('High', 'Medium', or 'Low')
- Action ID: ID of relevant action(s) identified in the mitigation planning.
- Action description: Description of relevant action(s) identified in the mitigation planning.
- Action owner: Name and affiliation of the person who will perform the mitigation action.
- Due date: Deadline for performing and reporting on the mitigation action.
- Additional comments: Any additional information about the risk and relevant mitigation actions.
- The Risk Register is located in a FuturePulse Google Spreadsheet.

WP Leaders should provide the coordinator and the GA relevant information to update this Register every 3 months, or more often if necessary, by filling in or updating the Risks Register spreadsheet with risks and actions scheduled (risk descriptions, risk probability, actions descriptions).

7   KEY PERFORMANCE INDICATORS

The following tables show the different KPIs established for FuturePulse both at project and dissemination level.

Key Performance Indicator	Target	Objective(s)
Number of different music data sources to be integrated in *FuturePulse* (Radio, TV, Spotify, Twitter, YouTube, Facebook, Last.fm, etc.)	10	O1
Number of radio/club streams that will be monitored for the pilots	500/100	O1
Relative improvement in artist, song and album popularity predictions compared to the existing systems used by FuturePulse pilot partners	>25%	O2
Recommendation effectiveness measured by music professionals satisfaction in a 1-5 Likert scale (audience recommendation for record labels, new artist recommendation for live music, brand-optimized music for music platforms)	≥4	O3
Freshness of ingested data (time needed between data published online or streamed, and *FuturePulse* indexing them and making it available)	<5 mins	O4
Average/Maximum API response latency during operation	0.5/1 sec	O4
Number of artists where *FuturePulse* is tested (use case #1)	>1,000	O5
Number of events where *FuturePulse* is tested (use case #2)	>100	O5
Number of brands where *FuturePulse* is tested (use case #3)	>100	O5
Increase of stakeholder sales as a result of *FuturePulse* recommendations/ predictions (compared to projections following the average market trends)	>25%	O2, O3, O5
Number of music industry stakeholders directly involved in pilots	20	O5, O6
Number of stakeholders approached (via events, emails, presentations, etc.)	200	O6
Reach of *FuturePulse* brand and objectives to general public (incl. views of online articles, tweets, Fb posts, website visitors, etc.)	2,000,000	O6

Table 8: Key Performance Indicators that will be used as a benchmark for the success of FuturePulse along with specific and measurable targets and the associated objectives

8   ETHICS

For a detailed ethics requirements and gender: See GA.

The work performed in the project will consider all relevant ethical issues. Any data processing activities within the project will be carried out in accordance with the Convention for the Protection of Human Rights and Fundamental Freedoms (in particular arts. 7 and 8), the Charter of Fundamental Rights of the EU, and the EU Directive 95/46/EC, as well as applicable national data protection legislation and other applicable laws. The results of the on-going review of the Directive will be taken into account and necessary solutions will be implemented in the project. Moreover, the EU Ethical Guidelines for undertaking ICT research in H2020 will be complied with.

Social Media data: The project will not analyse any form of personal data from the Web or social media sources, but will focus on aggregate data sets extracted from social media outlets to support the audience analysis needs of the target platform (e.g. answer questions such as how many are listening to a certain song in the age group of 16-25 years).

Various tasks in *FuturePulse* will include the mining, analysis and visualisation of social media data. *FuturePulse* is aware of the ethical issues that could arise from the collection and processing of such data. To this end, particular care will be taken in order to successfully achieve the project objectives in a way that would not create risk for the fundamental rights of individuals, particularly their right to privacy and anonymity. Therefore, one of the crucial activities in the beginning of the project is to identify which social media data will be used, when collecting data, individual and appropriate care will be taken to ensure that any personal social media data suspected to originate from children are neither stored nor included as part of the research activities of the project.

Data analysis activities will focus only on music related aspects and tastes. The project will avoid any sensitive topics which may raise unforeseen ethical concerns. To this end, music popularity and predictive analytics algorithms will not associate social media accounts with non-music topics (e.g. there will be no effort to associate social media accounts to political opinions or religious beliefs).

FuturePulse will use only data that Web and social network users have voluntarily posted as public. The project will not use any password protected social media profiles, pages or groups for which membership approval is needed. *FuturePulse* supports that research ethics cannot be ignored even if the data are seemingly public. However, as gathering informed consents for thousands of profiles is unfeasible, consents will be based on the Terms of Service of the social media platforms used. To this aim, the Consortium will regularly and thoroughly check the relevant terms and conditions of the social media platform used to obtain data. *FuturePulse* partners will ensure that the activities are compliant with all terms and conditions. This process and outcomes will be reported in the ethical deliverables of the project.

Concerning re-use and re-publication of Social Media data, results will not include any tweets or Facebook postings in their original wording and collected data sets will not be shared with third parties external to the project. The consortium will only publish anonymised versions of the datasets (aggregated, subsets, etc.).

FuturePulse will use the Framework for ethical research with social media data proposed by Townsend L, Wallace C (2016) Social media research: A guide to ethics[2].

Besides, in order to process Social Media data, the following principles will apply:

- **Data Retention time**. Data must be retained for a period of time no longer than what is necessary to the activities for which it was collected. Special authorisation mechanisms to this data must be used; if possible, only one party – which would act as the interface with authorities in case the data is required by them – should have access to the data.

- **Least Persistence Principle**. Only data strictly needed for security guarantee must be kept, while unnecessary details must be deleted or made anonymous.

- **Flexible Security Measures**. Considering state-of-the-art technology, security measures must be taken to preserve integrity, confidentiality, and availability of data. Such measures must be flexible in order to guarantee several levels of security.

- **Minimum Security Measures**. A minimum set of measures must be taken to preserve security of data. Such a minimum set depends on both the sensitiveness of data and the state-of-the-art technology at the time of implementation.

Through their participation in relevant projects, such as SocialSensor, REVEAL and USEMP, *FuturePulse* partners CERTH, and ATC have gathered extensive experience in ethical issues and risks related to the collection, processing and indexing of data and content coming from the Web and social media sources.

Research activity: The required ethical approvals/opinions/notifications by the competent legal local and national Ethics Boards or Bodies will be requested before starting research activities in *FuturePulse*. These will be further communicated to the EC, as required. The research activities will take place in several Member States. For this reason national data protection legislation of the selected countries will be consulted and if deemed necessary, notifications about the processing activities will be filed to the concerned national data protection authorities.

Research activities in the project will be conducted in an ethical way. Within the project, the Data Management Plan that will be prepared in task T7.3 will identify the responsible data controllers and processors. Moreover, agreements between data controller and data processors will be signed if necessary. Data controllers will issue instructions detailing data processing activities, their scope and sets of data on which they should be performed, as well as technical data protection procedures, in line with the article 29 WP 1/2010 Opinion. Data processors in *FuturePulse* will be limited by these agreements in their processing activities. Certain project activities will be performed upon groups of expert users recruited to participate in the research activities (trials). These individuals will be asked to provide *FuturePulse* with their informed consent/approval to process personal data. Any data collected for user or context modelling will be strictly anonymous unless otherwise agreed to by the users of the *FuturePulse* community through the informed consent. In all cases the personal identity of the data subjects will be strictly protected from third parties and will only be used for testing purposes within the project. The consent will fulfil all the requirements specified by the data protection law, e.g., it will describe the purpose of the project, types of data that will be collected, responsible data controller, etc. Any collected personal data will be promptly deleted at the end of project. Furthermore, the data collected in the project will not

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[2] http://www.gla.ac.uk/media/media_487729_en.pdf

be used further for any purpose incompatible with the original purpose of the collection. All the rights of the data subjects, e.g., right to object, right of access, and right to rectify, erase or block will be ensured. Detailed information will be provided to the EC on the source of the data and the legitimate ground/ethical approval that will cover their use in the project.

The *FuturePulse* General Assembly (cf. Management Structure in Section 3) will decide on the need and role of a Data Protection Officer within the project (according to Directive 95/46/EC and article 29 working group 1/2010 opinion). Upon decision, the name and functions of this officer will be communicated to the EC at the beginning of the project.

Furthermore, the project will ensure that research, dissemination and exploitation activities within the project's scope comply with European law. The project will examine the legal framework, identify the legal requirements and limitations with regard to these activities and develop solutions that comply with the project's goals as well as with the legal requirements.

Ethics activity check during the project: The *FuturePulse* consortium will, during the whole project duration, consider any possible ethical issues that might arise. In order to achieve this, a specific Work Package and two deliverables have been defined in the Work Plan of the project: one deliverable about Protection of Personal Data with ethical considerations in regards to social media data and another with ethical aspects related to Humans, providing information on the procedures and criteria used to identify research participants.

9   CONCLUSIONS

Quality Assurance and risk management activities are very important in every engineering project. A good plan for keeping the quality could make the difference in a successfully project.

This deliverable provides the quality and risk assessment plan for the FuturePulse project. This plan comprises the roles involved in the project, the way of generating deliverables, the meetings and reviewing, the ways of communication within and outside the project and the risk management plan.

At this moment, the critical point is carrying out the quality plan by each partner. It is very important to follow this plan in order to meet the big objectives and goals of FuturePulse project.

The first version of the deliverable contains the main procedures established during the first month of the project. This plan, together with their risks and corrective actions, will be periodically revised and updated during the project and the development of the use cases.

10 ABBREVIATIONS AND ACRONYMS

CA	Consortium Agreement
D	Deliverable
DCM	Dissemination and Communication Manager
DLB	Deliverable Lead Beneficiary
EC	European Commission
EAB	Expert Advisory Board
EUP	Expert User Panel
GA	Grant Agreement / General Assembly
IP	Intellectual Property
IEM	Innovation and Exploitation Manager
IPR	Intellectual Property Right
PH	Project Handbook
PC	Project Coordinator
QAM	Quality Assurance Manager
STAC	Scientific-Technology Advisory Committee
T	Task
TL	Task Leader
TIM	Technical and Integration Manager
WP	Work Package