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D3.1 – Identification and analysis of Champion Relays

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List of Acronyms

AI	Artificial Intelligence
bavAIRia	Bavarian Aerospace Cluster
CoRdiNet	Copernicus Relays for digitalisation spanning a Network
CSO	Copernicus Support Office
DIAS	Copernicus Data and Information Access Services
DLR	The German Aerospace Centre
EC	European Commission
EO	Earth Observation
ESA	European Space Agency
EU	European Union
gmv	Spanish private technological business group
IMR	Institute of Marine Research
LRA	Local / Regional Authority
SME	Small / Medium Enterprise
TeRN	Tecnologie per le Osservazioni della Terra e Rischi Naturali
ULEIC	University of Leicester
WP	Workpackage

1 Contents

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Executive Summary

This document is a report on the analysis of Copernicus Relays in partner regions and beyond the CoRdiNet consortium (D3.1, Public Report, H2020 Grant Agreement 821911).

The Relays' activities and their impact were analysed through interviews, a questionnaire, and online surveys developed by ULEIC. The online surveys were distributed to all Copernicus Relays by CSO on 4 June 2019. By 12 June, we had received 23 responses from Copernicus Relays, including CoRdiNet partners and partner organisations. The methodology of the analysis is described in detail in Section 5 of the Report.

Section 2 briefly describes the Relays that are members of CoRdiNet Consortium.

Sections 3 and 4 present our activities and their impact, as well as discussing the user groups we engage with. All Copernicus Relays hold one-to-one meetings with stakeholders. The majority (more than 70%) also run workshops for LRAs and SMEs, coordinate Copernicus activities at local or regional level, host stands at national and regional exhibitions, develop new tools, products or services, maintain a hotline or information point, raise awareness using social media and newsletters, and organise Copernicus training. Those who are developing new tools, products or services, have one-to-one meetings with stakeholders, or/and deliver Copernicus training and themed events (especially at national/international level) consider these activities to be of the greatest benefit in terms of producing new Copernicus users (impact scores above 7 out of 10). Hosting workshops with LRAs and SMEs, themed events at local and regional level, and maintaining a contact point were seen as next most useful (average score of 6–7). Individual Relays carry out other activities, in addition to their core functions, and we identified several specific initiatives such as studies of the use of Copernicus by local administrations, training on particular themes, field visits, school infodays and so on.

Relays commented on the challenges they have faced and the main barriers to successful engagement with different user groups. The easiest to engage with are *research centres and universities*. However, the potential for new user cases from these engagements is relatively low. They survey demonstrates that local, regional and public authorities and SMEs are the target groups that have most potential for new user cases.

In Sections 6 and 7 we present criteria of identification of Champion relays and the list of Champions, with whom we will be in further contact, helping them to develop their success stories as part of WP3 of the CoRdiNet project.

2 Introduction

This document is a report on the analysis of Copernicus Relays in partner regions and beyond the CoRdiNet consortium (D3.1, Public Report, H2020 Grant Agreement 821911).

The objective is to identify good practice and the tools used for awareness raising in partner regions and across the Copernicus Relay network, and to share success stories from identified Copernicus Champions (Task 3.1, WP3 – Awareness raising and Provision of user-oriented information on Copernicus).

By understanding the mechanisms that lead to high levels of user uptake cases, we can build up a picture of what it means to be a successful Copernicus Relay in different contexts, so allowing others to learn from and replicate the success of identified Champion Relays. The overall objective is to grow the Copernicus Relay network and improve its functioning.

3 Copernicus Relays: who are we?

Of the six beneficiaries in the CoRdiNet consortium, five are Copernicus Relays, and the sixth is the not-for-profit association of 26 European regions who make use of space technologies.

Three of the Relays are regional organisations:

- TeRN, Basilicata, Italy – a regional business association (private-public consortium)
- bavAIRia Cluster Management Aerospace, Germany – an association with more than 180 members
- The University of Leicester, UK – hosting the East Midlands Centre of Excellence in Satellite Applications (EMCoE), and the National Centre for Earth Observation (NCEO).

Two members have a more national focus:

- gmv Aerospace and Defence, Spain – a privately owned company
- IMR, Norway – the Institute of Marine Research.

Being such diverse organisations, each Relay performs their core activities and promotes the Copernicus programme at a different range of levels.

4 Copernicus Relays: our activities and their impact

CSO provided the analysis shown in figure 1 which is based on reporting of Copernicus Relay activities between September 2017 and August 2018. It shows that events are by far the most commonly reported type of activity, followed by maintaining a hotline and acting as an information point (although the distinction is not clear). The least common activities were blogs, newsletters and websites. CSO has also identified specific activities carried out by individual Relays: organising a Copernicus/Space exhibition, meeting with ministries to inform them about the possibilities of Copernicus, and giving talks about the Copernicus programme in schools.

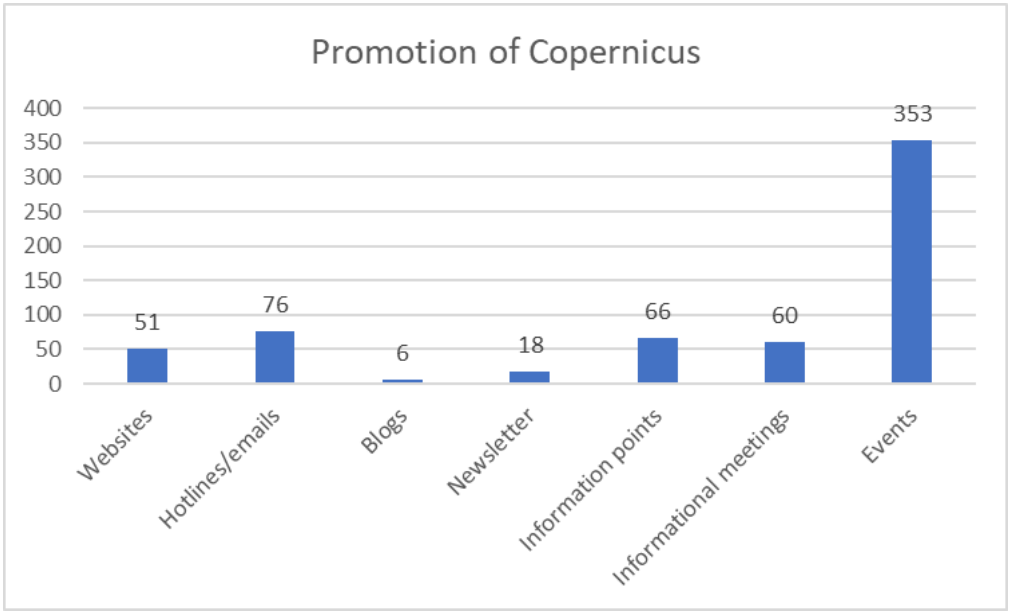

Figure 1. Types of activities reported by Copernicus Relays (source: CSO).

To get a more detailed picture about what sort of events, social media activities and interactions Copernicus Relays are involved in, CoRdiNet, with support from the CSO, asked its consortium members (except NEREUS, which is not a Relay) and other Relays, to complete a survey. They were asked about 'core' activities – those identified by the EU Commission and described in the Call for Expression of Interest Copernicus Relay Network[1] – and others identified by CSO. We received 23 responses from Copernicus Relays, including CoRdiNet partners and partner organisations. Responses from partner organisations were amalgamated with those of the CoRdiNet partner: for example, the IMR responses also include information from their partners, Meteorologisk institutt and Nansen Environmental and Remote Sensing Center (NERSC). The results of the survey are summarised in figures 2 and 3.

1 https://www.copernicus.eu/sites/default/files/documents/Call_Expression_Interest-Network_Copernicus_Relays-September_2017.pdf

According to the survey (figure 2), all Copernicus Relays hold one-to-one meetings with stakeholders. The majority (more than 70%) also run workshops for LRAs and SMEs, coordinate Copernicus activities at local or regional level, host stands at national and regional exhibitions, develop new tools, products or services, maintain a hotline or information point, raise awareness using social media and newsletters, and organise Copernicus training. Activities that a smaller proportion are engaged in include using LinkedIn and Facebook to maintain contact with potential users, organising themed events at national or international level, and maintaining dedicated webpages.

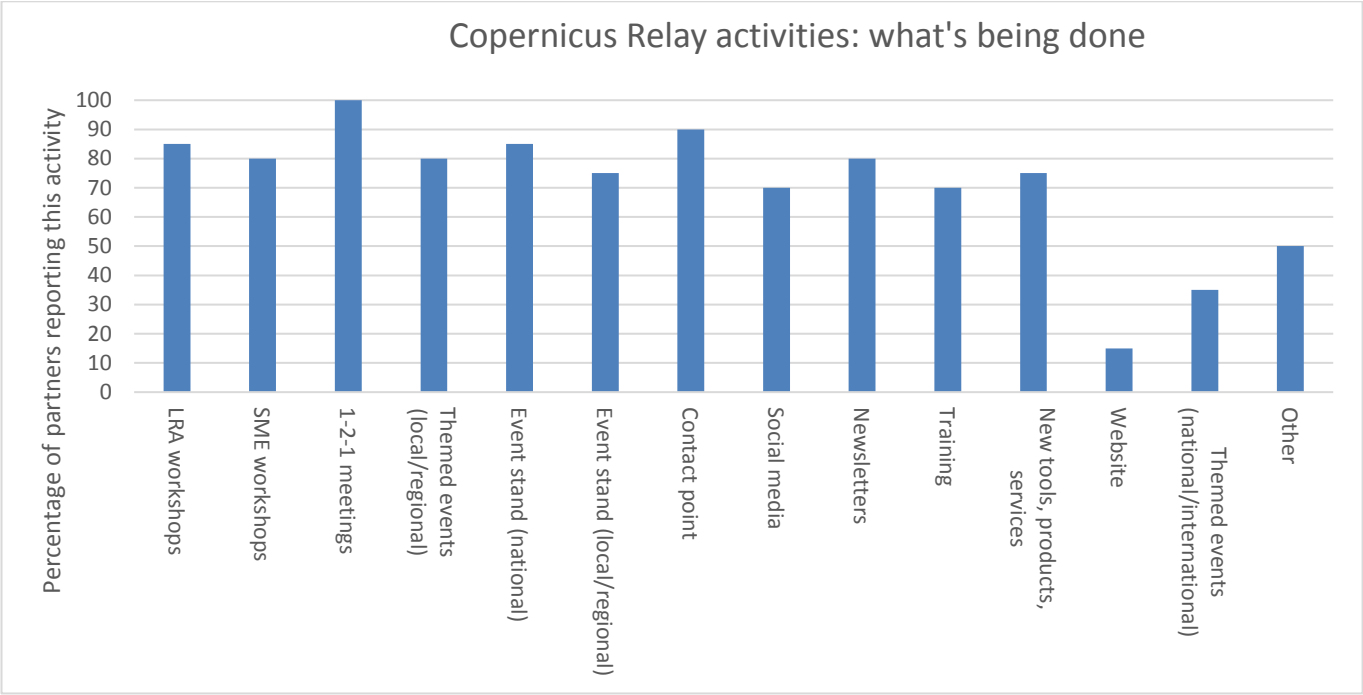

Figure 2. Prevalence of Relay activities shown by percentage of Relays reporting the activity.

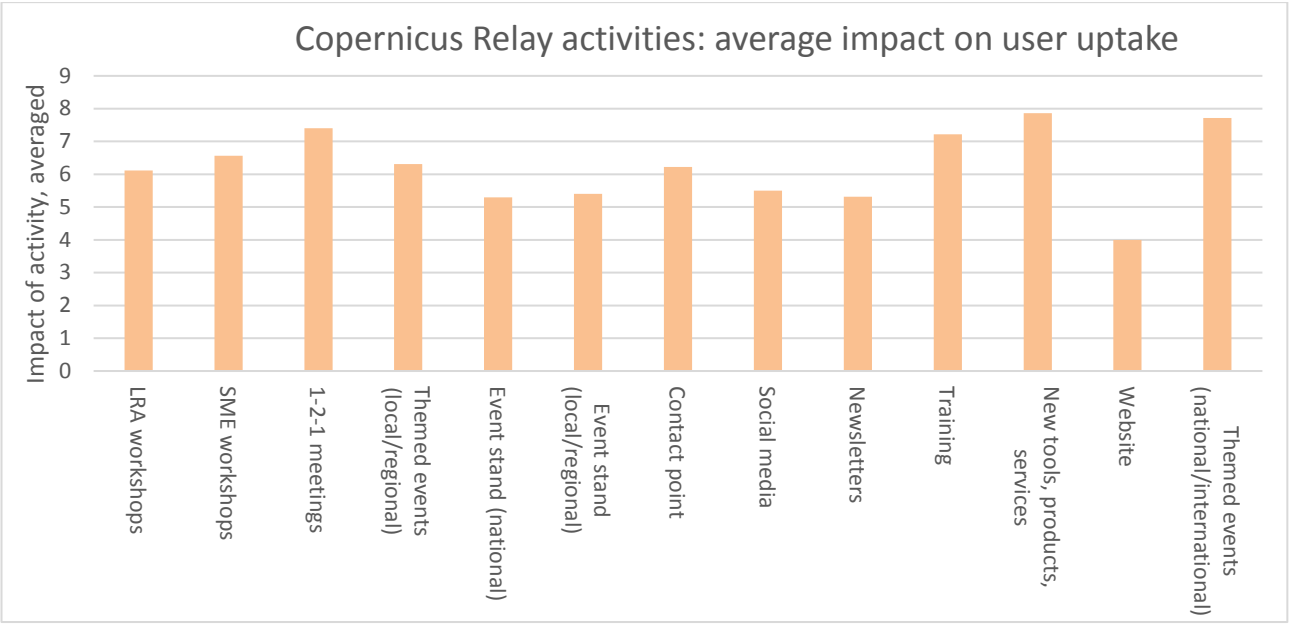

Figure 3. Average impact on user uptake, as perceived by representatives of Relays.

Although it is helpful to have a picture of the range and prevalence of Copernicus Relay activities, a more useful indicator of their success is which have the greatest impact in terms of generating new users of Copernicus data. The CoRdiNet partners and other Copernicus Relays were asked to give a subjective opinion of the success of their activities, grading the impact of each on a scale from 1 to 10. The results are shown in figure 3. Those who are developing new tools, products or services, have one-to-one meetings with stakeholders, or/and deliver Copernicus training and themed events (especially at national/international level) consider these activities to be of the greatest benefit in terms of producing new Copernicus users (impact scores above 7). Hosting workshops with LRAs and SMEs, themed events at local and regional level, and maintaining a contact point were seen as next most useful (average score of 6–7). The average score for exhibiting at events, issuing newsletters and communicating via social media channels is just above 5, so these activities are not seen as being particularly beneficial and maintaining dedicated webpages was perceived as having the least impact of all.

In addition, we have compared the responses from CoRdiNet consortium members to those from other Copernicus Relays. Figure 4 shows activities performed by each group: all consortium members hold one-to-one meetings with stakeholders, as do all the other respondents, but, although all consortium members organise workshops for SMEs, this is not seen as a priority for other respondents. The same applies to the use of newsletters for communications and developing or fostering the development of new tools, products and services. By contrast, a greater proportion of other respondents report that they maintain contact points and organise event stands at regional or national events.

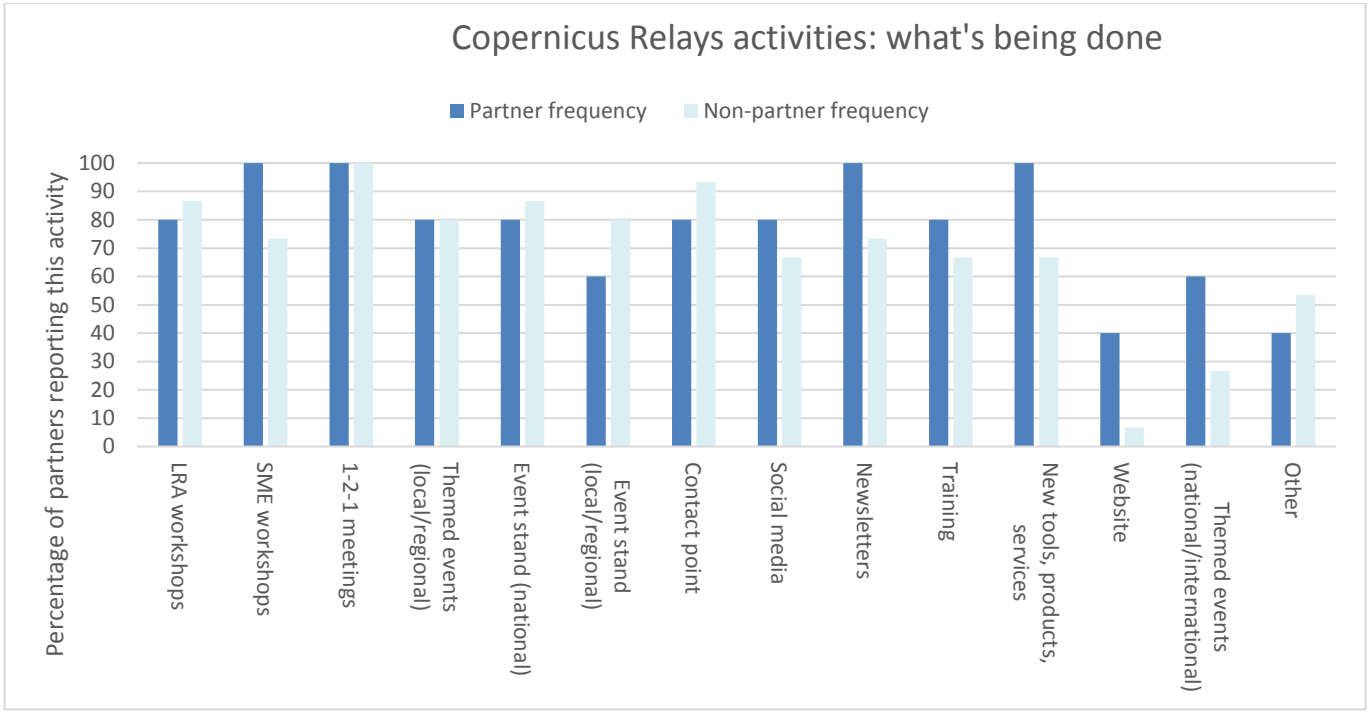

Figure 4. CoRdiNet partner activities compared to activities of other Relays that responded to the survey.

Comparison of the perception of impact on user uptake (figure 5) shows some variation in terms of the usefulness of contact points, social media channels, newsletters and, especially, maintaining web pages. Other Relays saw these as much more useful than CoRdiNet consortium members did.

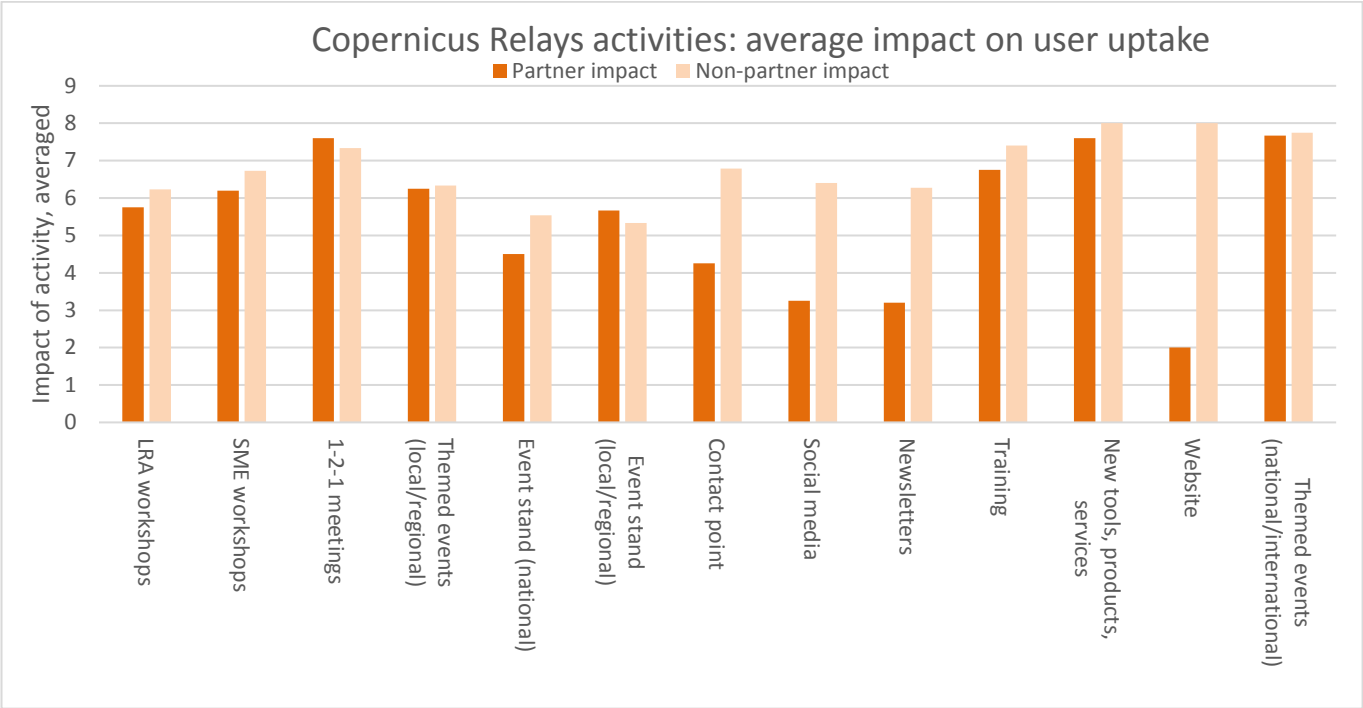

Figure 5. Average impact of activities as graded by CoRdiNet members and other Relays that responded to the survey.

We have also identified several other specific activities reported by consortium members and other Relays. For example:

bavAIRia performed a study of future use cases for the EO needs of LRAs; they organise a regular exchange with their national Copernicus office and ESA, as well as EU institutions related to Copernicus; they engage in EU projects related to Copernicus and EO, especially on policy recommendations.

gmv is involved in the organisation of national Copernicus-user conferences.

Lazio Connect organise streaming of training, school infodays, and training on specific themes (agriculture, forestry, urban development).

AgroInsider have developed a demo tool for agriculture.

DLR maintains a national Copernicus website and supports Copernicus Masters. In addition, they resource pilot projects, and estimate that this activity has the highest impact for user uptake.

The Swedish National Space Agency (SNSA) has started to develop an AI Space Data Centre in which Copernicus data will play an important part.

SIOS (Svalbard Integrated Arctic Earth Observing System) presented posters related to the role of Copernicus Relays at the ESA Living Planet Symposium and various conferences dedicated to the Arctic, such as Arctic Frontiers. They invited keynote speakers from ESA to their annual Polar Night week. These activities help users to learn more about Copernicus products.

FEE (Fundación Empresarial Eurochile) organises field visits with experts and meetings with regional authorities.

The Netherlands Space Office provides Sentinel-2 data via the national satellite data portal.

5 Copernicus Relays: who we engage with

CSO shared with us the reported audience sizes for the promotional activities of Copernicus Relays between September 2017 and August 2018 (figure 6).

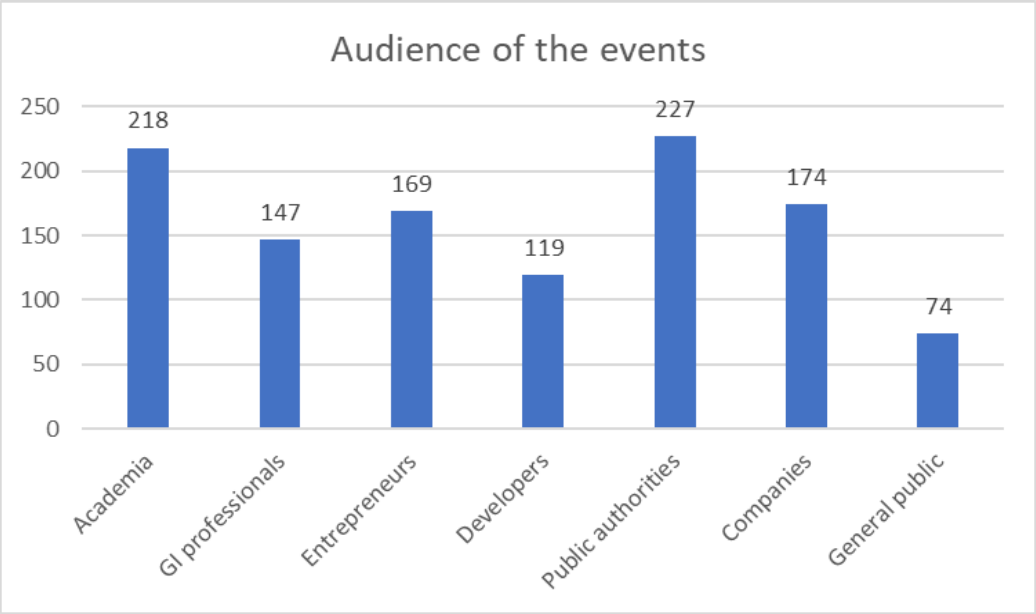

Figure 6. Audience for Copernicus Relays' events between September 2017 and August 2018 (source: CSO).

CoRdiNet consortium partners produced an inventory of relevant LRAs and companies in each region as part of WP2, Task 2.1, Stakeholder identification and engagement (Deliverable D2.1). In our survey, we followed the classification of stakeholders developed in WP2 in which the four major user types are SMEs, LRAs / public authorities, research centres and universities, and larger bodies and associations.

We asked consortium members and Copernicus Relays to share their experience of how difficult it is to engage with these groups of users, and where they see potential for new user cases. The results are summarised in figure 7.

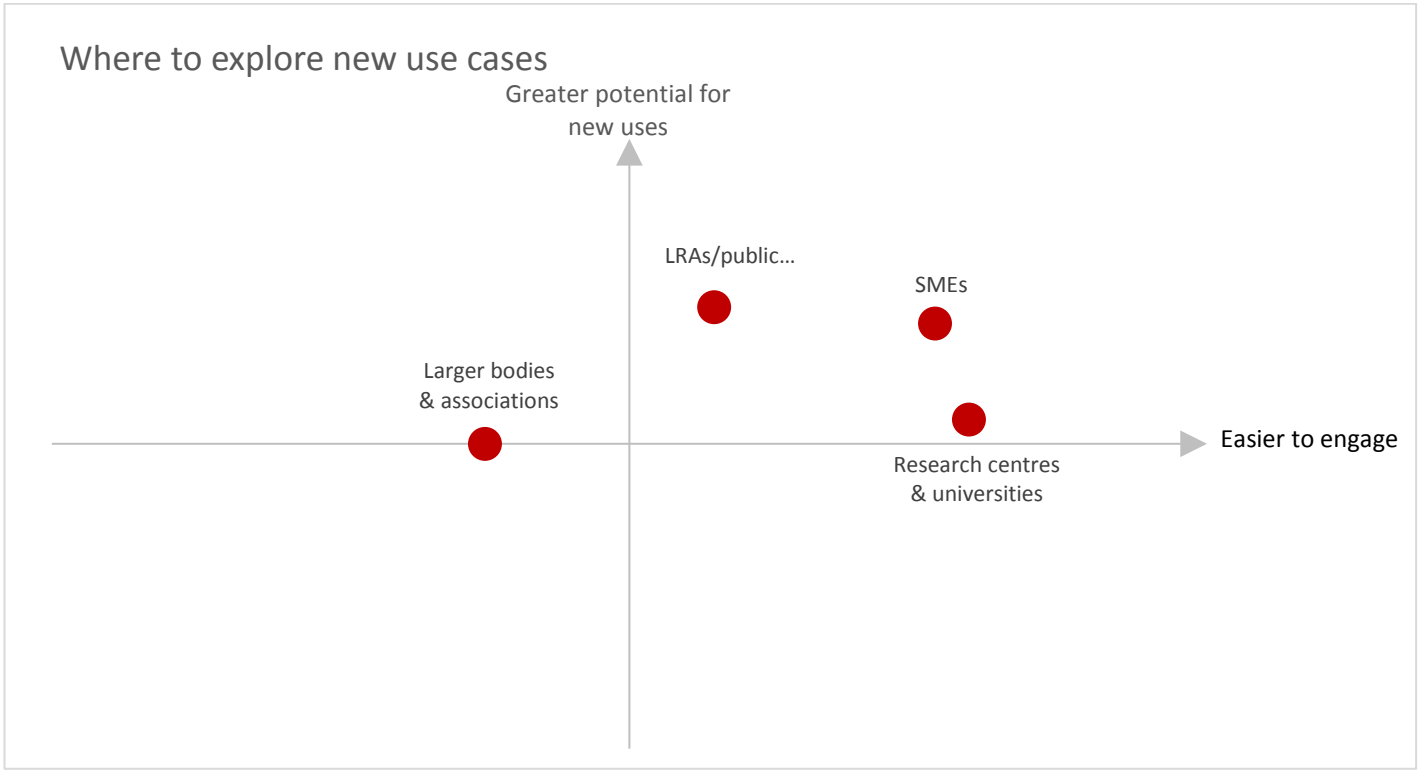

Figure 7. Major user types showing the ease of engagement and potential for new use cases.

The survey respondents also provided comments on the challenges they had faced and the main barriers to successful engagement with the different user groups. These are summarised below.

The easiest to engage with are ***research centres and universities***. However, the potential for new user cases from these engagements is relatively low. Amongst the challenges the participants mention are budgetary and resource issues (academia is funds-dependent) and the focus on research rather than application to services or societal needs.

SMEs are also easy to engage with, as they are generally interested and open to innovation, and they have a large potential for new uses. According to respondents, the barriers to successful uptake from these users are that they are too business-focussed and not always able to finance R&D activities. It is also often difficult to convince them of the benefits of EO if they do not have an EO-related team or trained personnel.

LRAs and public organisations are not as easy to engage with, but they have the highest potential for new use cases. The main challenges for engagement and fostering user uptake are the lack of specific knowledge and expertise and difficulties in finding first a suitable contact person and then gaining access to decision makers. Respondents also noted that such organisations also have internal guidelines for data sources which maybe a challenge to work within or change.

Larger bodies and associations are the most difficult to engage with and have least potential. This type of user normally has direct access to ministries and so does not need intermediaries such as Relays; they are often virtual rather than well-structured physical bodies meaning the decision-making process is complicated; and many use other datasets for their operations and do not have the motivation to use EO data. Several respondents also noted that a lack of expert knowledge within these organisations leads to difficulty in making them aware of the benefits of the programme.

6 Methodology of analysis

6.1 Partner organisations' input into WP3

The Questionnaire (Annex 1) was sent out to Consortium partners in March 2019. Copernicus Relays in the CoRdiNet Consortium were invited to share information on:

- what mechanisms are used to promote the Copernicus Programme at their regional level
- which mechanisms resulted in successful user uptake cases
- which mechanisms, in the opinion of the Copernicus Relay representative, bring more impact and more effectively raise the awareness
- which activities are aimed at better understanding of user needs.

The results obtained were summarised, amalgamated and later transferred to the survey results.

6.2 Survey and channels of distribution

The survey was created and results collected through Survey Monkey. As this imposes a limit of 10 questions per survey, it was split into two parts. The first asked for details of the organisation and a contact email, allowing us to match sections. Questions about the impact of a range of activities (identified as described in Section 3, above) were spread across both parts. Other items in Part 2 asked about engagement with and potential for new uses in each type of user group (see Section 4) as well as asking Relays to identify their own training needs, offering, as a starting point, a list of possibilities based on the stakeholder analysis performed as part of WP2 and including those thematic areas that came top for CoRdiNet partners. The survey questions are shown as Annex 2.

The surveys were distributed by CSO to 85 Copernicus Relays on 4 June, with a deadline of 11 June. We collated and summarised the results on 12 June 2019. By this time there had been 18 responses to Part 1 and 21 responses to Part 2 from 23 organisations. bavAIRia sent responses directly. For the purposes of analysis, responses from partner organisations were amalgamated with those of the CoRdiNet partner resulting in a sample size of 20 with a partial response from only one organisation (Cerema). An example of a sheet used to collate responses is shown as Annex 3.

The **percentage of Relays engaged in each of the listed activities** was determined and activities listed under 'Other' by three or more respondents (websites or pages, and themed national or international events) were added to the analysis.

The **average impact of each activity** was determined taking into account the number of Relays who engaged in each activity. It was not possible to determine an impact score for the 'other' category as not all respondents graded the additional activities they listed in answer to this question.

When assessing the **difficulty of engaging with users of each type**, over half (10/18 – one Relay did not answer this part of the survey and another skipped the question) did not include all categories and, of the nine who graded 'other', only one later gave an indication of who this encompassed (bavAIRia: consultants). Those who ignored other categories did not necessarily use figures from one end or other

of the ranking scale. We therefore decided to ignore the 'other' category and rescale responses to a four-point scale which was then inverted so easier-to-engage user groups would appear in the positive quadrant of the diagram (see below). If a category was un-ranked by a respondent, we understood this as meaning they had no experience of trying to engage this type of user and excluded it when calculating the averages.

While a greater proportion of respondents (12/19) included other users when ranking the **potential for new use cases**, there was only one further clarification of who was meant (FEE: air force) so this category was again ignored and the responses rescaled. One respondent only ranked a single category as having potential, and three others omitted one category, so we interpreted this as meaning the Relay considered such users as having little or no potential and assigned them a rank of 1 (worst potential) before averaging.

The results of these two assessments were plotted on a single graph indicating where the results suggest efforts would be best directed (see figure 8).

Difficult to engage but high potential	Easy to engage and high potential
Difficult to engage and low potential	Easy to engage but low potential

Figure 8. Rationale for display of answers to Survey 2, questions 7 and 8.

We repeated each analysis treating responses from the five team members separately from those from other Relays. In the case of stakeholders, the differences were too slight to merit further comment.

In all sections, additional information given in response to text-based questions was collated.

7 Identification of Champions

We selected the following criteria for identification of Champion Relays:

- Involvement in core tasks
- Performance of additional tasks
- Response to the survey

The core tasks that were proposed for the Relays (as described in the Call for Expression of Interest Copernicus Relay Network) are aligned with the activities we have selected for the surveys as shown below:

Survey questions	Corresponding Core task
Workshops, seminars to LRAs	Organising Copernicus promotional events
Workshops, seminars to SMEs	Organising Copernicus promotional events
1-2-1 meetings	Coordinating activities
Thematic events at local or regional level	Promoting Copernicus at relevant events
Disseminate Copernicus material at national events	Distribution of dissemination material
Disseminate Copernicus material at local/regional events	Distribution of dissemination material

Copernicus info point	Development of one-stop shop, creating a hotline
Social media engagement	One-stop shop and hotline
Newsletters	Contribution to one-stop shop
Copernicus training	Organising targeted training sessions
Development of new tools	Other
Other	Other

All **CoRdiNet partners** are Champions, because they are involved in all the core tasks, and in addition, perform other tasks, such as development of new tools, products and services. The requirement to maintain a physical info point can be met through digital dissemination of information, engagement with users via social media and sending out newsletters, as in the case of IMR; or in a more traditional way, as in the case of bavAIRia which does not use social media channels for engagement. The regional association in Basilicata, Italy, is not involved in dissemination of Copernicus materials at national events, but organises thematic events and disseminates information at local or regional level. IMR focuses on national events, rather than regional, as the organisation is a national research institute. Although bavAIRia does not yet deliver targeted training, there are plans to coordinate and organise training activities in the future. As a cluster management organisation, bavAIRia performs a range of high-impact activities: it organises Copernicus-themed events at national and international level, conducts studies on the use of Copernicus in public administration, participates in various programmes supported by ESA and the EC and hosts ESA'S Business Application Programme Ambassador for Germany.

The **Copernicus Relays** outside the consortium that have responded to the survey can also be considered Champions. Lazio Connect, Szent István University, the Netherlands Space Office, CreoTech Instruments AgroInsider, DLR, the Swedish National Space Agency, Fundación Empresarial Eurochile, and the Svalbard Integrated Arctic EO System and Knowledge Centre were all, like CoRdiNet partners, able to assess the impact of every core task. FFG (the Austrian Research Promotion Agency) and PRAXI Network do not offer training sessions but carry out all other core functions. Some of the named core activities are not necessarily straightforward to integrate with the work of research-based organisations, such as University of Chile and the German Federal Institute of Hydrology, but these Relays nevertheless do so, carrying out five of the seven named tasks as well as developing new tools, products or services. TerraNIS is also involved in this area and actively engages potential users on social media. Between them, these organisations represent the range of Copernicus Relays, from SMEs, through academic institutions, to public bodies, and their participation in this process demonstrates their willingness to not only champion Copernicus but to reflect on their activities and work together to think about the benefits the programme can offer others in the future.

8 Conclusion

This study was performed with participation of 5 CoRdiNet partners and 15 other Copernicus Relays who have responded to the Questionnaire and the online Surveys.

The analysis has shown which activities are performed by most of the respondents, and which of them have the greatest and the lowest impact on user uptake.

The respondents shared their experience and commented on the barriers they face when engaging with different potential user groups. This information will help us better understand the mechanisms that lead to high levels of user uptake and to build up a picture of what it means to be a successful Copernicus Relay in different contexts.

The following Relays (in alphabetical order, CoRdiNet consortium partners in bold) were selected as Champions and will be asked to submit success stories as part of the CoRdiNet project WP3:

AgroInsider, an agro-consulting and technology developing company, Portugal
bavAIRia Cluster Management Aerospace, Germany – an association with more than 180 members
BfG, the German Federal Institute of Hydrology, Germany
Cerema, a regional organisation supporting innovation and R&D, France
CreoTech Instruments, a fast growing space-sector company, Poland
DLR, the German Aerospace Centre and the German National Space Agency
FEE, Fundación Empresarial Eurochile, a foundation of the EU community and the State of Chile
FFG, the Austrian Research Promotion Agency, Austria
gmv Aerospace and Defence, Spain – a privately owned company
IMR, Norway – the Institute of Marine Research
Lazio Connect, Lazio regional association, a collaborative technical–legal platform supporting the Lazio innovation system, Italy
NSO, the Netherlands Space Office
PRAXI Network, a unit of the Foundation for Research and Technology, Greece
SIOS, Svalbard Integrated Arctic EO System and Knowledge Centre, Norway
SNSA, Swedish National Space Agency
Szent István University, Hungary
TeRN, Basilicata, Italy – a regional business association (private-public consortium)
TerraNIS, an innovative SME specialising in the design, development and sale of geoinformation services, France
The University of Leicester, UK – hosting the East Midlands Centre of Excellence in Satellite Applications (EMCoE), and the National Centre for Earth Observation (NCEO)
U. de Chile, University of Chile

Annex 1

Questionnaire to Consortium partners

N	Mechanism / Coordination activity	Y/N	Impact for user cases (1 to 10, from low to high)	Impact for understanding user needs (1 to 10, from low to high)	Comments
1	Organisation of Copernicus workshops / seminars for LRA				
2	Organisation of Copernicus workshops / seminars for SMEs				
3	1-2-1 meetings with potential users				
4	Coordination of Copernicus activities at local or regional level				
5	Exhibition stands for dissemination of Copernicus material at national events				
6	Exhibition stands at regional (local) events attended by Cop Relay representative				
7	Maintaining a physical Copernicus info point				
8	Social media interactions: Twitter				
9	Social media interactions: LinkedIn				
10	Social media interactions: Facebook				
11	Newsletter				
12	Delivering Copernicus training				
13	Developing new tools, products or services				
14	Other (please specify)				

Annex 2

Survey questions

Part 1

1. Copernicus Relay host organisation
2. Lead contact name
3. Contact email
4. If you have organised Copernicus-related workshops and seminars aimed at local and regional administrations (LRAs), what impact have they had in terms of successful user uptake cases?
5. If you have organised Copernicus-related workshops and seminars for Small and Medium-sized Enterprises, what impact have they had in terms of successful user uptake cases?
6. If you have organised 1-2-1 meetings with potential users, what impact have they had in terms of successful user uptake cases?
7. If you have organised Copernicus thematic events at local or regional level, what impact have they had in terms of successful user uptake cases?
8. If you attend national exhibitions to disseminate Copernicus materials from a stand, what impact have they had in terms of successful user uptake cases?
9. If you attend local and regional exhibitions to disseminate Copernicus materials from a stand, what impact have they had in terms of successful user uptake cases?
10. If you maintain a physical Copernicus information contact point, what impact has it had in terms of successful user uptake cases?

Part 2

1. Contact email for this survey
2. If you engage with users via social media (Twitter/Facebook/LinkedIn etc), what impact has it had in terms of successful uptake cases?
3. If you send out newsletters, what impact have they had in terms of successful user uptake cases?
4. If you deliver Copernicus training, what impact has it had in terms of successful user uptake cases?
5. If you develop new tools, products or services, what impact have they had in terms of successful user uptake cases?
6. Please give details of any other activities you carry out as a Copernicus Relay that result in user uptake cases and their impact, rated 1-10.
7. Which stakeholder groups does your Copernicus Relay find hardest to engage? Please rank by most difficult (5) to least difficult (1).
   SMEs | LRAs / public authorities | Research centres and universities | Larger bodies and associations | Other types
8. Which stakeholder groups does your Copernicus Relay prioritise as having best potential (5) to least potential (1) for developing new user cases?
   SMEs | LRAs / public authorities | Research centres and universities | Larger bodies and associations | Other types
9. What are your main challenges in engaging with each stakeholder group? Please give details.
   SMEs | LRAs / public authorities | Research centres and universities | Larger bodies and associations | Other types (please describe in text box and outline challenges)
10. Please identify with an 'X' which themes and content for 'train-the-trainer' webinars would best help with your coordination, stakeholder engagement and user support, and provide any detail of content you'd find useful for these themes for your target stakeholders.
    - Data access and management
    - Emergency services for early warning

- Natural disaster management
- Natural resources management
- Urban planning
- Forests monitoring
- Agriculture: crop classification and monitoring
- Planning: ecosystem wardship
- Planning: renewable energies
- Fisheries and coastal management
- New services for tourism and leisure e.g. Air quality
- Successful workshops and 1-2-1 engagement: interpersonal skills
- Other webinar theme (please give details)

Annex 3

Example of response sheet to the Survey on impact of activities

	Impact for user cases (1 to 10, from low to high)																			
3	Mechanism / Coordination activity	bavAIRia	Basilicata	gmv	IMR	UoLE	Cerema	FFG	TerraNIS	Laziocrinnec	Szent István	PRAXI	BfG	UoChile	NL Space	Creotech	Agroinsider	DLR	SNSA	FEE	SIOS
4	Organised Copernicus-related workshops and seminars aimed at local and regional administrations (LRAs)	7	6	7		3	7	5		6	5	5		8	5	8	6	6	7	8	5
5	Organised Copernicus-related workshops and seminars for small and medium enterprises (SMEs)	7	6	6	7	5	7	6		8	8	6			7	6	7		9	5	5
6	Organised 1-2-1 meetings with potential users	6	8	8	10	6	7	7	6	8	8	6	7	10	8	9	8	4	9	8	5
7	Organised Copernicus thematic events at local or regional level	8	6	7		4	7			8	7	5	7	9	6	4	5	5		8	5
8	Disseminated Copernicus materials from a stand at national events	6		6	3	3	7	6		2	8	7	3		4	4	5	4	7	6	9
9	Disseminated Copernicus materials from stands at local/regional events	6	7			4	7			2	6	7	3		4	6	5	1	8	6	9
10	Maintained a physical information contact point	6	4	6		1	7	8		6	7	6	8	8	7	7	3	7	9	3	9
11	Engaged users via social media		1	5	3	4			7	8	6	4		5	7	3		8		9	7
12	Sent out newsletters	6	2	3	1	4		5	4	8	7	5	3		7	5			9	8	8
13	Delivered training		7	6	7	7				10	9			8	5	8	7	4	9	6	8
14	Developed new tools, products or services	8	8	7	8	7			6	10	9		8	8	8	9	8			6	8