D9.1 -

PLAN FOR COMMUNICATION AND DISSEMINATION

ISOLA

Deliverable Information

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Abstract: This document describes how the project as a whole and each partner will disseminate the knowledge gained to the identified target groups. In addition, the document outlines the different communication channels the project will utilise.

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Executive Summary

This document reports the dissemination strategy developed by the ISOLA consortium in terms of actions and main targets. Major phases of dissemination are identified over the course of the 3-year ISOLA project – each with their own underlying strategy – ranging from preliminary project promotion in year 1 to a business strategy phase in year 3. Global dissemination guidelines and responsibilities are also defined, in line with H2020 funding rules.

Particular attention has been given to identifying the different stakeholders and groups who will be targeted by the dissemination activities undertaken within the ISOLA project. Three broad categories have been specified: (1) both public and private organizations in the law enforcement sector, (2) end users involved in passenger ship management or maritime security and (3) facilitators such as industry associations, standardisation bodies and possible related project that may support public relations activities and help increase reach among end user groups. For each of these categories, particular partners within the consortium have been identified that are best placed to assist in reaching out to these stake holders.

Lastly, a wide range of different communication channels are identified, some of which, such as social media and the project website have already been set up. During the course of the project, other channels will be developed. For example, papers and articles will be published and events organized. All these dissemination activities and others organized by individual consortium partners or by the consortium as a whole will be listed in the annexes. As such, this document can be considered a "living document", as it will be updated continuously as the project moves forward.

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List of Acronyms

Acronym	Meaning
PMB	Project Management Board
UG	User Group
EC	European Commission
SAB	Security Advisory Board
MOD	Ministry of Defence
SME	Small and Medium-sized Enterprises
PCASP	Private Contracted Armed Security Personnel
SSP	Ship's Security Plan
HRA	High Risk Areas
IMO	International Maritime Organisation
ISO	International Organisation for Standardization
IACS	International Association of Classification Societies
RO	Recognized Organisations

Table 1. List of acronyms.

1 Introduction

1.1 ISOLA benefits

The goals of the project are to provide the following benefits:

- Create strategies and methods in order to a ship to easily integrated solutions regarding passengers and crew safety in the existing ship systems

- Propose innovative sensor and visual technologies to support security safety

- Create a complex collaborative system for monitoring and detecting security incidents and events

- Create early warning methods for the ship security crew to prevent security issues

- Collect incident evidences by exploiting the Augmented Reality

- Allow easy engagement of different authorities in a ship related crisis

- Model, classify and easily report a security event

1.2 Dissemination strategy overview

The dissemination activities will be carried out in three directions:

1. Awareness: The goal of this direction will be to make the project and its vision known in the relevant target groups. Primary instruments will be the partnering end user, the project website, the project presence in social networks like Facebook, twitter and LinkedIn, the participation to relevant conferences and the advertising of project activities.

2. Scientific and technological achievements: The second direction focuses on the scientific and technological results of the project. Primary instruments will be the presentation of research articles and technical demonstrations at conferences and journals, as well as building up a community of interested developers and scientists.

3. Demonstrators: The third direction is dedicated to evaluating the Maritime Border Security ecosystem developed in the project as a proof of concept. Primary target groups will be maritime border guard authorities and ship management companies. The goal is to make the target groups aware of the benefits provided in the business data privacy and protection procedure by ISOLA concept, as well as of the numerous opportunities for persuasive design and novel interaction offered by the underlying framework.

1.3 Major phases of dissemination for ISOLA

Comm. Objective	Year One	Year Two	Year Three
Create Project Identity and Branding	Create project branding and identity. Finalize Logo and colour scheme.	Revise Branding and Identity as required by project partners	Revise Branding and Identity as required by project partners.
Design Dissemination Materials	Create dissemination materials including giveaways, leaflets, brochure, poster and other materials.	Update materials according to project feedback. Create versions in other languages where possible with project partners.	Update materials according to project feed-back. Create versions in other languages where possible with project partners.
Create Project Website	Take project website live including the information about consortium members and project function.	Update the website with latest public deliverables and project activities.	Update the website with latest public deliverables and project activities, in particular related to demonstrators and pilots.
Implement effective social media strategy	YouTube – Video live w. 300 hits, ideally 1500 hits Facebook – 200 followers, ideally 1000 followers Twitter – 50 tweets, ideally 100 tweets and 200 followers, ideally 1000 followers	YouTube – 3 Videos live w. 1000 hits, ideally 5000 hits Facebook – 600 followers, ideally 3000 Twitter – 200 tweets and 400 followers, ideally 500 tweets and 3000 followers	YouTube – 5 Videos live w. 3000 hits, ideally 10000 hits Facebook – 1000 followers, ideally 5000 followers Twitter – 500 tweets and 800 followers, ideally 1000 tweets and 5000 followers
Networking events and workshops	Attend and/or host up to 3 relevant networking events or workshops addressing the target communities, stakeholders and end-users	Attend and/or host up to 5 relevant networking events or workshops addressing the target communities, stakeholders and users.	Attend and/or host up to 5 relevant networking events or workshops addressing the target communities, stakeholders and users.
Generate positive media coverage & releasing project	1 newsletter 2-5 project publications (articles and/or papers and/or presentation)	1 newsletter 4-8 project publications At least 25 blog entries, ideally 50 blog	1 newsletter 5-10 project publications more than 50 blog entries,

Comm. Objective	Year One	Year Two	Year Three
	At least 10 blog entries	entries	ideally100 blog entries
Cluster with Relevant Projects & initiatives	Cluster with 1 relevant project or global initiative, including other SEC projects	Cluster with 2 relevant projects or global initiatives	Cluster with 5 relevant projects or global initiatives

Table 2. ISOLA communication activities timeline.

1.3.1 Preliminary project promotion: (1st project year-phase I)

- Agreeing upon the communication strategy and future activities;
- Creating initial awareness in the markets related with the Project's objectives and scope.

1.3.2 Project commercialisation (2nd and 3rd project year-phase II)

- Create more "targeted awareness" regarding ISOLA technologies with key players and potential users;
- Inform the target market about the technological benefits of ISOLA.

1.3.3 Business strategy phase (3rd project year – phase III)

- Maximizing target market and industry awareness regarding the ISOLA platform;
- Thus contributing to ensure the project sustainability and full exploitation.

2 ISOLA project dissemination strategy

The overall approach to decide on the optimum dissemination strategy and deployment plan must take into consideration the following variables and dimensions and correlate them together.

- The target groups: ISOLA intends to address multiple target groups of stakeholders who are interested in the issues faced by the project:
  - Law Enforcement Sector
  - End Users
  - Facilitators

- The ISOLA value proposition and related messages: each target group has different interests because of its different mission and role. It is therefore important to define how to engage each group with tailored value proposition messages and content, with different media and events.

- The stage of evolution of ISOLA: the engagement approach, the interest of the target groups and the intensity of the dissemination activities will vary depending on the stage of evolution of the project actions.

- The communication channels: we must consider the capability of each communication channel and a mix of them to reach each target group at the different stages of the project:
    - Events and conferences
    - PR with Press (printed and online) at national and EU level
    - Web
    - Social media
    - Newsletters
    - Flyers
    - Individual engagements with key interested parties
    - International and national associations

- The value and cost of the various media versus the available budget, their different impact and importance for each target population is a variable to consider in deciding what are the key events and conferences that ISOLA must select and the dissemination strategy must address.

- The budget allocation: based on the above criteria the decision on how to allocate the dissemination budget during the 3 years' duration of the project to the different target groups considering their relevance at different stages of the project and the costs associated with each dissemination media (events, conferences etc.) is a key decision criterion that must lead to a balanced and sustainable budget allocation.

The who, what, where and how dissemination of information about ISOLA

2.1 Internal dissemination procedures Security Advisory Board (SAB)

A Security Advisory Board (SAB) has been established with the aim to review the project deliverables, assess whether they include any security sensitive information and propose timely measures for preventing the misuse of such information. The SAB will pay particular attention to the public deliverables (marked PU). For each classified documents, two reviewers will be designated within the SAB. The document to be reviewed will be transmitted to them using ZAP pro or equivalent product that will warrant end-to-end cyphering. The results of the review will br transmitted on a template without the deliverable to the WP leader (first level of validation after the author) and to the Coordinator (final level of validation).

- Dr. Nikolai Stoianov, as the Project Security Officer (see previous subsection), will be chairing the SAB, which will be also composed of:

- Prof. Babak Akhgar (CENTRIC) is an established fellow of the British Computing Society, as well as Professor of Informatics and Director of CENTRIC at Sheffield Hallam University. He has produced over 100 refereed publications in international journals and conferences on information systems, with a specific focus on knowledge management (KM). Babak is a member of several editorial boards for international journals, and, chair and programme committee member of several international

conferences. He is used to manage confidential information and documents, so he knows all legal procedures and processes.

- Major(AF) Charalampos Sergiou (Cy MOD)): Dr. Charalampos Sergiou is the Deputy Head of Research and Innovation Department of the Ministry of Defence and the representative of the Republic of Cyprus in the Security Scrutiny Committee of the European Commision. In his operational role, he is managing a great diversity of Classified documents of different levels.

- Giurea Tiberiu (ITPF Timisoara) is the Chief of Timisoara Territorial Inspectorate of the Border Police, having the rank of police quaestor. Mr. Tiberiu Giurea has a university degree from A.I. Cuza" Police Academy, Bucharest, Profile: Passports and border police. Main activities and responsibilities: Organizes, plans, conducts and controls activities at the EU's external border with Serbia and at the internal border with Hungary and Bulgaria, in the area of competence of the Border Police Inspectorate Timisoara.

- Philippe Chrobocinski (ADS) worked for more than 20 years in projects with high level of classification (up to Secret for some military projects) and is used to deal with classified documents. He has been working as a Security Officer for Airbus DS in MARISA project and he coordinates ARESIBO project where several documents are classified EU-RESTRICTED. ARESIBO put in place a procedure with tools to manage the classified documentation.

2.2 Dissemination and team responsibilities

Each beneficiary of the ISOLA project can disseminate its results by disclosing them to the public by appropriate means (other than those resulting from protecting or exploiting the results) including in scientific publications in any medium. This all must be done always under the compliance of confidentiality obligations, the security obligations and of course the obligations to protect personal data.

Each beneficiary must ensure open access, meaning free of charge online access for any user, to all peer-reviewed scientific publications relating to its results. More specific, the beneficiary must deposit an electronic copy of the published version or final peer-reviewed manuscript accepted for publication in a repository for scientific publications. The manuscript must be available as an open access document at the latest on publication date if an electronic version is available for free via the publisher or within six months of publication in any other case. It is also very important to deposit at the same time the research data needed to validate the results included in the scientific publications and the bibliographic metadata such as (a) the terms "European Union (EU)" and "Horizon 2020", (b) the name of the action, acronym and grant number, (c) the publication date and length of embargo period if applicable and (d) a persistent identifier.

2.3 Dissemination rules and procedures

If a partner wants to participate in a document publication or in an event, the Coordinator and PMB must be informed at least 2 weeks in advance. The same procedure must be followed in case that the document mentioned is to be submitted for scientific publication at a journal or conference or is a presentation for external to the consortium audiences. At least two weeks before the submission or presentation, the Coordinator and PMB must be informed. In order to avoid any security violations and restricted data leakage, the SAB has to be

informed by the Coordinator or the Scientific and Technical Manager and give the approval for the considered publication/presentation and the disclosed content.

2.4 Information on the EU Funding

Unless the Agency requests or agrees otherwise or unless it is impossible, any communication activity related to the action including the electronic forms, the social media dissemination material, the major results or any equipment and infrastructure must display the EU emblem. The second requirement is that for communication activities the following text must be displayed:

> *"This project has received funding from European Union's Horizon 2020 research and innovation programme under grand agreement No 883302".*

In of infrastructure, equipment and major results the following text must be displayed:

> *"This [infrastructure][equipment][type of major result] is part of a project that has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No883302"*

When displayed together with another logo, the EU emblem must have appropriate prominence. The beneficiaries may use the EU emblem without first obtaining approval from Agency. This does not give them the right to exclusive use, but only for purposes of their obligations under this program. Moreover, they may not appropriate the EU emblem or any similar trademark or logo, either by registration or by any other means.

3 Primary stakeholders and target groups

This section identifies the key stakeholders and target groups of the dissemination strategy for the ISOLA Project. Stakeholders are people, groups, or organizations with an interest in the outcomes or a role to play in the project. They can be internal (consortium partners) or external (communities, groups, associations), and they can influence or be influenced by ISOLA project activities.

Throughout the planning, design, and implementation of the dissemination activities, there will be many stakeholders and audiences to engage. Taking the time to manage these relationships and understand the needs and concerns of these groups will facilitate effective communications, which, in turn, will help fuel the success of the project. Three main categories of stakeholders have been identified, (1) those in the law enforcement sector, (2) end users such as ship management companies and (3) facilitators that can help ease access to relevant players in the field.

3.1 Law Enforcement Sector

A particular important stakeholder is the (maritime) law enforcement sector in a broad sense, including private companies providing products and services, scientific institutes doing research and non-profit organizations.

3.1.1 Research Organizations

Research organizations can be, for example, universities or national research organizations. Not only will they have a direct interest in the outcomes of the ISOLA project to further their

own research, they can also provide valuable insights to help further improve the ISOLA concept of operations.

The following research organizations are already part of the ISOLA consortium, making them well-suited to participate in dissemination activities targeted at their fellow target group members.

Laboratory for Maritime Transport [NTUA]

The National Technical University (NTUA) is the oldest and most prestigious educational institution of Greece in the field of technology, and has contributed unceasingly to the country's scientific, technical and economic development since its foundation in 1836. The scientific staff in the Schools, together with post-graduate researchers, apart from their teaching and related educational activities, conduct research work assisted by post-graduate students and a considerable number of external collaborators; the amount and the high standards of this research are proved by the numerous publications in International Scientific Journals and Proceedings of International Conferences as well as by the prominent place of NTUA among all Europeans Universities, due to the increasing number of research projects financed by the EU and other Greek and foreign organizations of the public and the private sector.

CENTRIC

CENTRIC (Centre of Excellence in Terrorism, Resilience, Intelligence & Organised Crime Research) is a multidisciplinary, security-focused research centre located at Sheffield Hallam University. CENTRIC works with the four key stakeholders in the security domain: Citizens, Law Enforcement Agencies (LEAs), Industry and Academia. By doing this, CENTRIC aims to provide solutions to some of Europe's most pressing contemporary security challenges through the delivery of ground-breaking research, advanced technological capabilities, professional expertise and training. The CENTRIC team has extensive experience of working in the security domain and has participated in over 50 independent, national, EU and international security projects.

Bulgarian Defence Institute

The Bulgarian Defence Institute (BDI) "Professor Tsvetan Lazarov" was established by a decree of the Council of Ministers of the Republic of Bulgaria #140 of 04.06.20009 as the main scientific-research, testing-design and expert-technical structure at the Bulgarian Ministry of Defence. The main areas of activates of BDI are: Scientific and applied research, development and experimental design activities in the sphere of Armaments, C4I Systems, Military Technologies, Logistics, Equipment and Materials; Human Factors in Defence Organisations; Support to the Analysis of the situation of the Armaments, C4I Systems, and Military Technologies, Logistic Equipment and materials and working out of perspectives of their development; Support to the Integrated Project Teams through taking part in the preparation, scientific monitoring and complete implementation of the defence programs and projects.

French Naval Academy

The French Naval Academy (École navale) is a military school in charge of the training of the officers of the French Navy. Ecole navale develops advance research within the scope of its Naval Academy Research Institute (NARI) which is a pluri-disciplinary research center oriented towards the maritime environment. NARI currently develops several national and international partnerships with national and international universities and research centers

and has been involved in several H2020 and international projects at large plus close collaborations with the naval industry. It currently hosts 30+ PhD students and around 30 academics.

3.1.2 Border Security

The border security target group includes border control services, ministries of defence, coast guard authorities and related governmental organizations.

The following border security organizations are already part of the ISOLA consortium, making them well-suited to participate in dissemination activities targeted at their fellow target group members.

State Border Guard Service of Ukraine

State Border Guard Service of Ukraine or SBGS is the border guard of Ukraine. It is an independent law enforcement agency of special assignment. The Service was created on July 31, 2003 after the reorganization of the State Committee in Affairs for protection the State Border. During the wartime units of the SBGS fall under the command of the Armed Forces of Ukraine. SBGS includes the Ukrainian Coast Guard. It is also responsible for running "Temporary Detention Centers", in which refugees are held. SBGS consists of 6 Regional Directorates: North, South, West, East and Azov-Black Sea, Donetsk-Luhansk. Supporting institutions such as Separate controlled border crossing point "Kyiv", 10th Mobile border detachment, Separate Guard and Support Command, Main center of Communication, Information Agency, Main expert criminology center, State A Archives, Training center, Science research institute, National Academy, Central Museum, Central hospital, Sport Committee.

The Cyprus Ministry of Defense

The Ministry of Defense of the Republic of Cyprus (Cy MoD), is the civilian cabinet organization responsible for managing the Cyprus National Guard. Armed Forces in Cyprus are composed by three of the four country's uniform services which have law enforcement mission with jurisdiction in land, air and maritime borderlines. In support of the National CSDP, the Ministry of Defense disposes resources (coastline radars, RPAS (UAVs), OPVs (Off-shore Patrol Vehicles) for the surveillance of maritime territory to ensure and enhance maritime border surveillance with the constant presence of its ships in the Exclusive Economic Zone (EEZ), in the Eastern Mediterranean, as well as anywhere demanded.

Timisoara Border Police Territorial Inspectorate

Timisoara Border Police Territorial Inspectorate is the regional structure, subordinated to the General Inspectorate of Border Police, which is responsible for the border surveillance and border crossing check at the border with:

- the Republic of Bulgaria within a length of 28 km;
- the Republic of Serbia within a length of 546.4 km;
- the Republic of Hungary within a length of 50 km;

Timisoara Border Police Territorial Inspectorate is led by a chief inspector, assisted by two deputies and it is organized at internal level, on units, offices and compartments specialized on activity domains, with the main role of preventing and countering illegal migration and other cross-border crimes.

3.1.3 Technology Providers

A large number of technology providers are already part of the ISOLA consortium, consisting of both large industry partners, as well as SMEs. Due to their intrinsic interest to commercialize ISOLA project outcomes and increase their own market visibility, they will naturally play a large role on the dissemination activities targeted at end users in particular. Engaging them can, therefore, act as a catalyst to reach a wide range of other target groups.

However, reaching out to technology providers outside the ISOLA consortium can be of interest as well, as there might be synergies that could lead to collaboration in future projects based on work done in ISOLA.

3.2 End Users

3.2.1 Passenger Ship Management

Passenger ship management includes cruise line operators, facility managers or system operators that have a direct involvement in running and exploiting passenger ships.

The following end users are already part of the ISOLA consortium, making them well-suited to participate in dissemination activities targeted at their fellow target group members.

Anonimi Naftiliaki Eteria Kritis [ANEK]

ANEK LINES aims to offer high quality services to its customers by enlarging its commercial network, by creating new routes, by enhancing investment opportunities and challenges in the shipping field, by implementing well targeted marketing strategies which take into account all the specific peculiarities of each market, it efficiently and competitively activates its total potential in Greece and Europe. At the same time, ANEK LINES is a socially aware company and has responsibly contributed for years to the community through major environmental and cultural sponsorships. The company is on a constant effort to keep up with and adapt to the evolution in naval, marine and maritime technologies and techniques in order to sustain its competitive advantage and financial viability. Above all, ANEK LINES is committed to ensure the highest possible passenger safety levels.

Columbia Shipmanagement Ltd

Columbia Shipmanagement Ltd. (CSM) was founded in Limassol, Cyprus, in 1978 by Mr. Heinrich Schoeller. Today, CSM is one of the largest independent ship management companies worldwide and one of the leading practitioners of global ship and crew management. CSM is managing a total of 300 ships of all kinds (Tankers, Bulk Carriers, Container vessels, Cruise ships, Yachts) from their global set up of 8 management offices and 14 crewing agencies. CSM is managing Cruise Vessels and Yachts since more than 30 years. The fleet covers a passenger capacity range from 155 up to 2.200. Further to the above mentioned 12 vessels under full management, CSM is involved in the crew management of another 15 passenger vessels.

Celestyal Ship Management Limited

Celestyal Ship Management Ltd offers full ship management services to the fleet of two passenger ships of Celestyal Cruises. The service includes full technical, marine operations, crew, safety, and hotel operations support. The company has great expertise in managing passenger ships both technically and commercially

and has entered in chartering agreements with major cruise operators worldwide. It consists of experienced and educated shore side personnel that ensures a professional response and assistance in the variety of operations concerned. Company's primary intention is the safe management and operation of the ships, the protection of and safety of the passengers and crews and the protection of the environment.

3.2.2 Maritime Security Companies

Maritime security companies are companies that offer security services by, for example, providing security systems or crews or assisting in the development of a security infrastructure or plan on board passenger ships. Maritime Security Companies (offering Private Contracted Armed Security Personnel (PCASP) services, at least the well-established ones are relevant in particular, as the ISOLA system can be modular and be used in anti-piracy, illegal persons/stowaways boarding and vessel's search use cases.

The following end user is already part of the ISOLA consortium, making them well-suited to participate in dissemination activities targeted at their fellow target group members.

Zeus Maritime Services Ltd.

ZEUS MARITIME SERVICES Ltd. UK is a UK registered Private Maritime Security Company (PMSC) incorporated since 2013. The Company provides maritime security services, security consulting (concerning ISPS Code, security risk management etc.), but also develops and review Ship's Security Plan (SSP) in order to achieve a successful implementation. ZEUS experience in maritime security field is recorded through numerous manning security crew teams with trained personnel. Besides the common security missions on-board passengers ships (cruise, liners, RO-RO's) which teams are unarmed, company's personnel has undertaken vessels escorting missions in High Risk Areas (HRA) equipped with lethal weapons. Company's work is applied in respect to International (IMO) legislation, the vessels Flag Administrations' legislation, Industry's Best Management Practices, ISO 28007-1:2015 and all prevailing legislative and regulative requirements.

3.2.3 User Group (UG)

The User Group will be consultive to the PMB and will contain apart from the regular members of the consortium also a number of users who will be responsible for building relation with non-partner user groups who can possible be potential customers of the ISOLA project or representatives of relative projects who have experience in this research activity. The UG will arrange consultation, interviews and workshops for two-way feedback. They will also advice the responsible partners on user requirements, on the participation of users on trials and evaluations and on the applicability of the solutions to other contexts. The UG will be run by a committee chaired by ANEK Lines with representatives of all partners and affiliated users.

3.2.4 Other

- Marine Insurance Companies and Underwriters (to support and suggest the System to the Shipping Companies, especially to those Companies whose vessels transit the piracy High Risk Areas and as they currently oblige the Companies to hire PCASP) and once the System is type approved by the IMO / Classification Societies / ROs.

- Marine Charterers who hire Shipping Companies and their vessels to carry their goods/products (to support and suggest the System to the Shipping Companies for the same reasons as above for the enhancement of their vessels' security)

- Ship-yards and Ship-builders worldwide (to support and suggest the installation of the System to the Shipping Companies)

- Cyber Security Companies, who are not currently engaged with the Shipping Industry (to promote/suggest the System, modular regarding Cyber security or as a whole). Also relevantly, to expand their scope of business offering wider security solutions.

- Maritime Training Centres worldwide (to buy the System), as the System, with suitable inputs, could be a perfect training instrument for Shipping Companies' Staff, as well as ships' officers and crews, especially the crisis classification and decision making support modules.

- The general public – who make use of passenger services or are crew members on board of passenger ships – and might be interacting with the systems developed within ISOLA, are of course also a relevant dissemination target group.

- Stakeholders at the pilot sites, such as port authorities.

3.3 Facilitators

Facilitators are groups or associations that are active in the field of maritime security and passenger shipping that may provide a supporting role in user requirements acquisition, understanding industry standards and practices, providing accreditation, assist in dissemination efforts and aid in the exploitation of ISOLA project outcomes. In short, facilitators can help promote excellence to create additional engagement and impact.

3.3.1 Industry Associations

Industry associations, such as industry trade group, business association, sector association or industry body, are organizations founded and funded by businesses that operate in industries relevant to the ISOLA project. They can support in public relations activities and can provide a direct line to target groups identified above. Some relevant industry associations identified for the ISOLA project are:

- **Cruise Lines International Association Europe [CLIA]:** CLIA Europe is the European division of the largest global cruise industry trade association. They endorse a safe and secure cruise line practice.

- **European Tourism Association [ETOA]:** The European Tourism Association is an independent trade association for European tourism operators and technology providers. This includes a variety cruise ship and ferry operators as well as cyber security companies.

- **European Travel Commission [ETC]:** The European Travel Commission is a non-profit organisation devoted to promoting tourism in the European market. They represent the European national tourism organisations to sell travel in Europe to the rest of the world's markets.

- **Cruise Europe:** Cruise Europe is a business to business network of cruise ports and destinations in Northern & Atlantic with members in over 20 countries.

- **European Cyber Security Organisation [ECSO]:** The European Cyber Security Organisation is the private counterpart to the EC regarding implementing Public-Private Partnership on cyber security.

- **Drone Alliance Europe [DAE]:** Drone Alliance Europe represents the commercial drone industry stakeholders in Europe to promote the large economic potential drone technology provides.

- **European Association for Artificial Intelligence [EurAi]:** The European Association for Artificial Intelligence promotes the study, research and application of artificial intelligence in Europe.

3.3.2 EU Institutions

EU institutions, such as the European Commission (EC), European Science Foundation (ESF) and European Maritime Safety Agency (EMSA), but also the European Parliament (EP) through individual members can help support the activities of the ISOLA project and, therefore, need to be made aware of its activities.

3.3.3 Related Projects

There are research projects that can act as the basis for the ISOLA project. Similar tools have been developed in other scientific projects which investigated relevant research problems.

H2020 SEC ROBORDER is one of them. Its goal was to develop an autonomous border surveillance system with unmanned mobile robots (aerial, water, underwater and ground vehicles). The integration of robotics in Command and Control platforms can be a possible uptake by ISOLA. CLS, CERTH, CENTRIC and BDI were involved also in that project and they can transfer their experience.

H2020 beAWARE project developed technologies supporting decision makers in the management of emergencies related to floods, fires and heatwaves. ISOLA can exploit the aggregation of multi-sources information for decision support and raising early warnings. CERTH and IBM were partners of the consortium in this project.

H2020 TOXI Triage tried to accelerated deliverance of situational awareness through an ensemble of embedded sensors, drones, standoff detectors (including cameras), artificial intelligence for processing sensor signals and web-traffic from social media. PROMETECH and T4i can transfer their knowledge of monitoring the air and water facilities and tag and trace application.

H2020 CREST aims to equip Law Enforcement Agencies with an advanced prediction, prevention, operation, and investigation platform by leveraging the IoT ecosystem, autonomous systems, and targeted technologies and building upon the concept of multidimensional integration and correlation of heterogeneous multimodal data streams (ranging from online content to IoT-enabled sensors) for threat detection. Experience to defend against possible cyber threats and classify cyber attacks can be gained from this project where CLS, CERTH, CENTRIC, BDI and SIVECO are involved.

H2020 Connections' main objective is to develop and demonstrate next-generation detection, prediction, prevention and investigation services for law enforcement agencies. These services will be based on the multidimensional integration and correlation of heterogeneous multimodal data, and the delivery of pertinent information to various stakeholders. In this

project there was a multidimensional integration and correlation of heterogeneous multimodal data and also early warning modules. CERTH, CENTRIC and SIVECO are involved in this project.

H2020 Tensor aims to provide a powerful terrorism intelligence platform offering LEAs fast, reliable planning and prevention functionalities for the early detection of terrorist activities including radicalization and recruitment. CERTH and CENTRIC are involved and ISOLA can benefit the experience of information extraction from multimedia and multilingual content.

H2020 ARESIBO aims at improving the efficiency of the border surveillance systems by providing the operational teams and the tactical command and control level with an accurate and comprehensive information. The deployment of ship crew solutions and mitigation actions can be transferred as knowledge base in ISOLA. ADS, BDI, CERTH and MST are involved in this project.

NTUA was involved in FP7 SAFEPEC project which aimed to promote proactive safety and develop a unified risk-based framework bult upon the analysis of historical data of casualties, near miss cases, deficiencies and non-conformities that are detected by various types of inspections. Crisis classification management can be learned from this project.

H2020 SAURON, in which IDM is involved, can be exploited in the secure boarding and face recognition tasks. Its goal is the prevention, detection, response and mitigation of the combination of physical and cyber threats to protect EU Ports.

3.3.4 Standardisation Bodies

Standardisation bodies can facilitate by providing access and expertise on relevant standards in the field of maritime security. Classification Societies / Recognised Organisations (ROs), especially those members of the International Association of Classification Societies (IACS) are important bodies in this context as well, due to the volume of their vessels' portfolio.

Within the ISOLA consortium, Dromon Bureau of Shipping (DBS) is an independent International Classification Society and Verification Body dedicated to provide classification, statutory certification and greenhouse gas validation and verification services to ships and other marine structures, with the objective of protecting the environment and life at sea.

3.3.5 Other

Other relevant facilitators that may be targeted are:

- National public authorities (industrial committees, national regulation authorities, ministry and regional councils)

- Organizations & EU Alliances in topics addressed by ISOLA

- European Technology Platforms and respective clusters

- Public Bodies & Environmental Organizations

- Marine Publications (to promote/present/host presentations the ISOLA system (i.e. The Maritime Executive, Marine Reporter/News/Technology Magazines, The Maritime Gateway Magazine, Marine Log Magazine and many more…)

- Maritime Forums/Conferences and the related web-sites worldwide (to support/present/promote the ISOLA system), regardless if their agenda is focused on

passenger vessels or not, maritime security or not (i.e. Navigator, Safety4sea, Smart4sea, https://webgate.ec.europa.eu/maritimeforum, https://www.marineinsight.com/know-more/23-maritime-forums-and-discussion-boards-online/, https://worldmaritime-forum.com/, and more. . .)

- Big Maritime Exhibitions, including their digital versions (i.e. Posidonia, SMM Hamburg, MarinTec China, Asia Pacific Maritime (APM), Cruise and Ferry Expo, and more...)

4 Communication strategy

4.1 Preferred communication channels

The communication channels are divided into internal and external communications. The internal interaction is between project partners, project board and project office. As the project is using email, for teleconferences Google Meet, Zoom or some similar video call software. External communication includes interaction with various stakeholders affecting or been affected by the project. We have chosen Twitter, LinkedIn and Facebook as a social media to target the scientific audience and SMEs interested into the project results.

4.1.1 The ISOLA website

The ISOLA website (www.isola-project.eu) gathers all the information relevant to the project and hosts it for the public. The website is divided into five sections: Home Page, Partners, Results and News. All public deliverables will be posted on the website.

4.1.2 Newsletters

One newsletter per year will be shared to a subscription list entered via the ISOLA website.

Newsletter managed by partners and by others related subjects will report news on the projects outcomes in order to keep the audience updated on the project results. The Consortium will also publish a specific newsletter addressed to the subscribers' list collected through the website, to report about the main project results. The plan is to publish one newsletter at the end of each year.

4.1.3 The project dissemination deliverables

Project Logo

Figure 1. **ISOLA project logo.**

The project logo is available on the wiki and should be used in all communication and dissemination products.

Brochure

A brochure of the project is going to be prepared which will demonstrate ISOLA'S long-term impact. The project's brochure has the goal to be disseminated to a large variety of ISOLA's stakeholders such as the users, shipping companies and possible customers, industries that are interested in the technical part of the project and of course the appropriate agencies. The brochure is of course going to be published also in the website and social media of the project.

Info board

The info-board is also going to be created which will include all the necessary information of the ISOLA project such as the partners, a small description of the project, its objectives and impact and of course contact details. This info-board can be used in the ISOLA's events such as physical meetings, workshops, demonstrations. The info board will be uploaded as an electronic file on ISOLA's website and social media.

Presentations template

A template for any ISOLA PowerPoint presentations is available on the project wiki to ensure homogeneity when presenting the project.

4.1.4 Events and conference

A list of events and conferences related with the project topics is included in the website and is kept updated regularly by the Consortium. Some of the events will be attended by the partners and will be the occasion to present project results. These conferences may be

hosted in person or via teleconference software depending on which method is determined to be the best solution.

4.1.5 Papers and articles

The partners in the project will disseminate the results in relevant scientific conferences, workshops and journals, targeting the research areas that are relevant to the problem.

4.1.6 Social media

The Consortium has activated a Twitter profile (https://twitter.com/IsolaProject), a LinkedIn page (https://www.linkedin.com/in/isola-project-5689661ba/), a Youtube channel (https://www.youtube.com/channel/UCo3Mx5KfR06TDYaX1_M-kaA/) and a Facebook page (https://www.facebook.com/ISOLA-Project-106467294630899) as these were assumed to be the most effective social media to transfer in a quick and effective way information on the project results to interested targets. Moreover, most of the partners have their own Twitter profile, through which messages on the project activities will be re-tweeted, in order to enlarge the audience. Also partners' existing social media profiles will be used to share information on the project.

Partner	Twitter	LinkedIn
ADS	https://twitter.com/AirbusPress	https://www.linkedin.com/company/airbus-defence-and-space/
SIMAVI (subsidiary of SIVECO)	https://twitter.com/simaviromania	https://www.linkedin.com/company/simavi-software-imagination-vision/
CERTH	https://twitter.com/CERTHellas	https://www.linkedin.com/company/certh/
NTUA	https://twitter.com/ntua	https://www.linkedin.com/school/national-technical-university-of-athens/
PRISMA	https://twitter.com/prismagr	https://www.linkedin.com/company/prisma-electronics-sa/
ACCELI	-	https://www.linkedin.com/company/acceligence-ltd/
CLS	https://twitter.com/Cyberlens1	https://www.linkedin.com/company/cyberlens/
CENTRIC	https://twitter.com/sheffhallamuni	https://www.linkedin.com/school/sheffield-hallam-university/
BDI	-	-
AVR	https://twitter.com/AversaLtd	https://www.linkedin.com/company/aversaltd/
ZEUS	https://twitter.com/zeussfops	-
ANEK	https://twitter.com/anek_lines	https://www.linkedin.com/company/anek-lines-s-a-/
MST	https://twitter.com/oceanscanmst	https://www.linkedin.com/in/oceanscan-mst-lda-b4a363147/

Partner	Twitter	LinkedIn
CSM	https://twitter.com/columbiasm	https://www.linkedin.com/company/columbia-shipmanagement/
CELESTYAL	https://www.linkedin.com/company/celestyal-cruises/	https://twitter.com/celestyalcruise
PRO	-	https://www.linkedin.com/company/prometech-security-software/
EN	https://twitter.com/Ecole_navale	https://www.linkedin.com/school/ecole-navale/
T4i	-	https://www.linkedin.com/company/t4i-engineering
IDM	https://twitter.com/IdemiaGroup	https://www.linkedin.com/company/idemiagroup/
IDMG	https://twitter.com/IdemiaGroup	https://www.linkedin.com/company/idemiagroup/

Table 3. Partner social media links.

4.1.7 Project video

A video will be produced to describe the objectives of the ISOLA project.

4.2 Individual dissemination plans of ISOLA partners

Partner	Individual Dissemination Plan
ADS	ADS are part of the Board of the French Industry council for trust and security (CICS, https://www.cics-org.fr). This council has been created to provide the French Government and authorities with a unique contact for the French industry strategy in security domain and to promote in France and to exportation market the new programmes and the new solutions in support to the development of skills and related employment. ADS will use CICS to disseminate and promote the results of ISOLA. Also, as providers of maritime security solutions and communication networks in Europe and worldwide, ADS co-organise various events with Law Enforcement Agencies which is the opportunity to present new applications for LEA agencies and ISOLA is fully eligible for that. Related to that, a large part of LEA agencies in Europe are clients of ADS and are in permanent contact to follow the technological developments of solutions that can be useful for security.
SIMAVI (subsidiary of SIVECO)	Social networks: Announcements of the project participation in public events, key achievements, publications and software releases will be published through SIVECO's social network communities like Facebook or LinkedIn. Publications: The project outcomes will be disseminated through online or paper print publications and newsletters will be addressed to capture the attention of a wider audience. Events: SIVECO will participate in specific events (workshops, seminars, forums, innovation events, exhibitions and conferences) relevant to the project LEAs including border polices, Mobile software developers, AR/VR experts The main goal of SIVECO is to bring all the innovations and

	new products to the security market. Accordingly, SIVECO will implement the project results in next generation of AR/VR products, and will add these new features to its portfolio of services.
CERTH	Publications in scientific journals and conferences; ii) Organisation and Participation in workshops and conferences; iii) Contribution to dissemination material content
NTUA	Participation in relevant workshops and fairs. Publications on scientific journals and magazines (e.g.: Marine Policy, Ship Technology Research, Journal for Maritime Research, Maritime Policy & Management etc.). Presentation at international conferences (e.g.: IMAM; TRANSAV; Cruise Lines International Association (CLIA) Conference, etc.)
PRISMA	PRISMA will contribute to the development of the dissemination strategy, defined in the early stage of the project with the objective of structuring the web portal and launching social network accounts. This strategy will include clear commitment to be undertaken by all partners, including contributing to the portal and to dissemination actions. Thus, the project will be able to capitalize on the networking potential of each partner involved and multiply the outreach of the project's dissemination and awareness-raising activities.
ACCELI	ACCELI's dissemination will be implemented through both online and offline means. The company's website will include information about the project and the project's results. Moreover, online dissemination will be boosted through the use of the company's social media accounts. Beyond online dissemination, ACCELI will also promote the project through presentations of the project's objectives and results at local and European events as well as through the distribution of the project's leaflets.
CLS	CLS will contribute to the production and wide circulation of marketing material like leaflets and posters specifically adapted to professionals targeted and technical communities. The major dissemination channel will be research publications at top-quality international journals (e.g., IEEE Security & Privacy, ACM Transactions on Information and System Security) and conferences (e.g. IEEE Conference on Dependable and Secure Computing – DSC, ACM Conference on Computer and Communications Security – CCS) in the broad area of vulnerability assessment, and any relevant forums (e.g., European Commission Cyber Security & Privacy Innovation Forum) as opportunities arise.
CENTRIC	CENTRIC will disseminate the results of the project through its large stakeholder network. CENTRIC will aim to publish the results of its research in academic journals, conferences and trade magazines as well as participate in relevant workshops and expositions. Additionally, the results may also feed into the taught post-graduate programmes on International Security Management.
BDI	BDI will exploit its links to many EDA and NATO STO activities and international projects to disseminate project and will organise a number

	of special sessions/tracks focused on project data and findings under the Military Technology and System (MT&S) conference, organised and hosted by BDI, and the defence, antiterrorism and security exhibition HEMUS organised under the auspices of the Ministry of Defence of the Republic of Bulgaria.
AVR	AVR will exploits its links to many vessels companies that is responsible for their ship security plan.
ZEUS	ZEUS will exploits its links to many vessels companies that is responsible for their ship security plan.
ANEK	ANEL will disseminate the results of the project through its large fleet of its ship
MST	MST participates every year in fairs and events related to underwater robotics, such as Oceanology International and Ocean Business. Undersea Defense Technology (UDT) is a military oriented exhibition another great opportunity to show and collect inputs for the ISOLA project. Other dissemination channels that will be used to include magazines and our company extended contacts data base for the robotics community.
CSM	CSM will disseminate the results of the project through its large fleet of its ship
CELESTYAL	CELESTYAL will disseminate the results of the project through its large fleet of its ship
PRO	Main dissemination activities: Prometech will focus on the NL and UK market in particular and EU market in general. It will contact organizations in its own network as well as other parties in the industry who may be open to a partnership - to disseminate the results of the ISOLA project in general and its own solutions developed in the project in particular.
EN	Publications in scientific journals and conferences; ii) Organisation and Participation in workshops and conferences; iii) Contribution to dissemination material content
T4i	Main dissemination activities: T4i will focus on UK market in particular and EU market in general. It will contact organizations in its own network as well as other parties in the industry who may be open to a partnership - to disseminate the results of the ISOLA project in general and its own solutions developed in the project in particular.
IDM	IDM's dissemination will be implemented through both online and offline means. The company's website will include information about the project and the project's results. Beyond online dissemination, IDM will also promote the project through presentations of the project's objectives and results at local and European events as well as through the distribution of the project's leaflets.

IDMG	IDMG will promote ISOLA through presentations of the project are relevant events (in Germany and in Europe) and will distribute leaflets whenever possible at these events.

Table 4. Individual partner dissemination activities.

5 Conclusions

This document reports the dissemination strategy developed by the ISOLA consortium in terms of actions and main targets. It summarises the activated dissemination channels, including social media, and the dissemination material produced by the consortium. Moreover, it gives an overview of the dissemination activities led by individual ISOLA consortium partners.

Annex I: Dissemination activities in the first year

In the course of the first year, dissemination activities will be added here

Date	Name	Theme & Topics	Type of activity	Type of audience	Audience size

Annex II: Dissemination activities in the second year

In the course of the second year, dissemination activities will be added here

Date	Name	Theme & Topics	Type of activity	Type of audience	Audience size

Annex III: Dissemination activities in the third year

In the course of the third year, dissemination activities will be added here

Date	Name	Theme & Topics	Type of activity	Type of audience	Audience size

References

ISOLA Consortium, Deliverable 9.2 - Visual identity, website and social media presence