DOCKSTHEFUTURE
defining the concept of "Port of the Future"

Plan for the Dissemination and Communication of the Action Results (PDCR) - update

Deliverable 4.2

Date: 11th April 2019

Document Status	
Deliverable Lead	Magellan
Internal Reviewer 1	Circle
Type	Deliverable
Work Package	WP4: Dissemination and Exploitation
ID	D 4.2: Plan for the Dissemination and Communication of the Action Results (PDCR) - update
Due Date	01/04/2019
Delivery Date	11th April 2019
Status	Final Version
Dissemination Level	Public

Document History	
Contributions	Magellan
	Circle
	Magellan
Final Version	Circle

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Abbreviations/Acronyms

CSA	Coordination and Support Action
D&C	Dissemination and Communication
DESCA	Development of a Simplified Consortium Agreement
DG	Directorate General
DTF	DocksTheFuture
EC	European Commission
EMSA	European Maritime Safety Agency
ENI	European Neighbourhood Instrument
ENPI	European Neighbourhood and Partnership Instrument
ESPO	European Sea Port Organisation
EU	European Union
ETPs	European Technology Platforms
FTO	Freedom to Operate
ICC	Independent Consultive Committee
IPR	Intellectual Property Rights
ISL	Institut für Seeverkehrswirtschaft und Logistik
KPI	Key Performance Indicator
MoS	Motorways of the Sea
PDCR	Plan for the Dissemination and Communication of the actions results
SC	Steering Committee
RIA	Research and Innovation
TEN-T	Trans-European Transport Network
TMC	Technical Management Committee
WP	Work Package

1. Introduction

1.1 The Docks of the Future Project

The European Union maritime transport constitutes a crucial link in the global logistic chains and plays a leading role in international freight transport. EU ports handle over one fifth of the goods loaded and unloaded worldwide and the EU maritime fleet remains the largest among the G20 members. Serving 40% of the EU's internal trade and 75% of its external trade, maritime transport is an essential element in supporting Europe in maintaining its number 1 position in global trade. Therefore, as a key node of the EU's Trans-European Transport Network, **ports have the ultimate objective to fully integrate maritime transport into the global logistics chain.**

Within this framework, the *DocksTheFuture* Project aims **at defining the vision for the ports of the future in 2030**, covering all specific issues that could define this concept including among others, dredging, emission reduction, energy transition, electrification, smart grids, port-city interface and the use of renewable energy management.

The *DocksTheFuture* Consortium is formed by the following partners:

The project is coordinated by Circle srl (Italy) as the leader of the Working Group including

ISL - Institut für Seeverkehrswirtschaft und Logistik (Germany)

Magellan
(Portugal)

PortExpertise
(Belgium)

University of Genoa
(Italy)

The *DocksTheFuture* Consortium has several relevant **assets:**

- the largest port Database from ISL;
- the largest maritime and logistics communication and stakeholder's interactive digital platform www.onthemosway.eu with more than 1300 engaged stakeholders (Members of the European Parliament: 68, Member States Ministries of Transport: 106, European Commission: 52, Regions and Municipalities: 92, Associations: 216, Port Authorities: 155, Transport and Logistics: 249, Shipping: 46, Port Business: 64, Universities: 265, totalling 1314 stakeholders);
- the engagement of all the 329 TEN-T core and comprehensive ports as a main target for communication;
- the engagement of specific subcontractors for very specific topics such as the port – city relations (Association Ville De Port) and sustainability (Lloyd's register);

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- the engagement of many port experts in all the different domains addressed by the topics (including those coming from large stakeholder's platforms such as Alice, Waterborne, the European Sustainable Shipping Forum and the Digital Transport and Logistic Forum);
- the use of an Independent Consultive Committee formed by 5 top experts in ports;
- the specific business and academic knowledge on port related topics.

Using these assets, *DocksTheFuture* will:

- refine and tune the Port of Future concepts, the Port of the Future topics and their related targets in 2030 and the list of projects to be clustered together with the RIA retained proposals;
- identify appropriate KPIs and relevant monitoring and evaluation of results of actions;
- leading to the Port of the Future Road Map for 2030, including several exploitation elements such as tools for evaluation and transferability of Port of the Future solutions, R&D and policy recommendations, training packages and the creation of a Port of the Future Network of Excellence.

1.2 Purpose of the Dissemination and Communication Plan

The primary purpose of the Dissemination and Communication Plan **is to plan and define the activities to be carried out and the different steps to be taken by** *DocksTheFuture* **pertaining to the project's communication**, ultimately thursting the project's visibility and highlighting the importance of the European Union funding to tackle and overcome societal challenges. The purpose of the current document - Plan for the Dissemination and Communication of the Action Results (PDCR) – update – is precisely to update the initial plan (Deliverable 4.1 of the Project) with additional dimensions, which have arisen during the implementation of the project.

Henceforth, the document outlines and updates the overall Dissemination and Communication strategy of *DocksTheFuture*, including guidance on the dissemination and communication actions to be carried out throughout the lifetime of the project, particularly addressing the following dimensions:
- Communication & Dissemination Strategy laying out the objectives of the plan to be implemented;
- Dissemination activities, channels and promotion tools, including social media, dissemination materials, updated list of events and conferences, among others;
- Responsibilities of each partner for the purposes of promoting the project;
- Clustering Activities Communication & Dissemination Integrated Strategy with RIA projects – Ports of the Future Network;
- Dissemination Administration & management: workplan, deliverables, plan of activities and intellectual property rights' matters;
- Dissemination Key Performance Indicators to assess the project's dissemination and communication impact with initial evaluation.

2. Communication & Dissemination Strategy

2.1 Communication and Dissemination objectives set up by the Project

The impact of an EC funded initiative should not only be assessed in terms of objectives and results but should also consider its imprint on the proper target groups and upcoming policies, as well as its capability to be sustainable beyond the original time frame of the project.

This is particularly true for *DocksTheFuture*, for which a maximum level of Dissemination and Communication efficiency and effectiveness will be ensured by Project Partners.**The project's dissemination and communication specific objectives are presented as follows:**

1. to establish a set of components to be used as a tool-of-the-trade to promote the Project and its activities target the definition of what a Port of the Future is;
2. to inform the target groups at local, regional, national and international level;
3. to foster awareness, consensus, knowledge and best Practices transfer, experience give-and-take;
4. to ensure a political, social, economic and technical continuity;
5. to ensure the cooperation with the Ports of The Future H2020 Funded projects boosting their communication and dissemination capability and promoting close cooperation between the projects.

The project's overall framework to be deployed to attain the aforesaid goals is presented as follows:

- Overall Communication and Dissemination strategy, related expected results and initial results achieved, timing of actions foreseen to support *DocksTheFuture's* visibility and communication to the target groups;
- Identification and segmentation of Communication and Dissemination target groups, including local, regional, national, international levels and tasks for each partner;
- Key messages to pass to each segment of the target groups;
- "Rules of engagement" for each segment of the target groups for each Partner;
- Visual Identity and related layouts guidelines and templates;
- Tools for the proper support to Dissemination and Communication activities;
- Updated list of project events/workshops/conferences as tools for proper Dissemination and Communication;
- Clustering Activities Communication & Dissemination Integrated Strategy with RIA projects – Ports of the Future Network

2.2 Communication and Dissemination target groups

A key step in developing an effective communication and dissemination strategy is to clearly **define the target groups** to convey targeted messages, reach the full potential of the strategy and, consequently, put in place the most efficient strategy.

By identifying target groups that, as a baseline, constitute a set of individuals/entities sharing similar needs, expectations and interests vis-à-vis the project results, *DocksTheFuture* aims at **maximising the impact of its communication and dissemination strategy.**

The main initiative stakeholders, defined as groups or organisations interested in the Project impacts, will be, particularly, the European "Ports", TEN-T Core and the Comprehensive ones specifically. They will be constantly informed and involved in specific consultations via internet and via the midterm and the final conferences. Notwithstanding, all other interested ports and inland terminals are welcome to conferences and will also be targeted via all the available media.

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Table 1 defines the target groups that *DocksTheFuture* will reach out to, both internally and externally, defining their unique characteristics, needs, and the different communication approaches to be employed.

Table 1. DocksTheFuture target groups

Target Group	What do they need to know	Communication approach
Project Partners	Specific and structured message to be conveyed with regards to what the project consists of; Endow partners with the tools to most accurately convey the messages (i.e. visual identity rules; document templates, among others); Understand their role/responsibilities in the implementation of the communication & dissemination strategy.	Regular contact between the project partners and communication team; Partner feedback, evaluation and ongoing adaptation of communication strategies.
European "Ports", TEN-T Core and Comprehensive[1]	To clearly understand the main results of the project; To understand the implications of the project's results for their own activity.	Informed and involved via specific consultations through online communication (website, social media, videos etc.); First-hand information at the midterm and final conferences of the project; First-hand information at relevant conferences and fairs; Handouts (i.e. leaflets); Publication of news in specialised media
European Institutions (DGs and Agencies), International Organisations, Member States, Cooperation Banks, Business Stakeholders, Port Authorities, Shipowners; Ship Classification Societies; Relevant	To convey information to foster awareness about the project and its political, social, economic repercussions; To convey information on the policy implications arising from the project's results.	Open channel of communication between the consortium and these entities; Informed and involved via specific consultations through online communication (website, social media, videos etc.); First-hand information at the midterm and final conferences of the project; First-hand information at relevant conferences and fairs;

[1] The complete list of European Ports both in the Core and Comprehensive Network of TEN-T can be found through the following link: https://ec.europa.eu/transport/sites/transport/files/modes/maritime/ports/doc/2014_list_of_329_ports_june.pdf

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associations and networks[2]		Handouts (i.e. leaflets); Publication of news in specialised media
Mediterranean and Neighbouring Countries	To clearly understand the main results of the project; To highlight the importance of European/International cooperation and the importance of EU funding.	Specific communication channel (exchange of news) with the Union for the Mediterranean (who will be also invited to the expert groups and to attend the Independent Consultive Committee); Specific communication actions to specific stakeholders in Neighbouring Countries (such as the Agency National de Ports in Morocco or the Israeli Port Community in Israel); Presentations in events of projects of the ENPI / ENI programmes
General Public	Create a clear, straight-forward, non-technical message that conveys an overall idea of what the project is and the benefits of European funded projects and European cooperation.	Social Media (Twitter, LinkedIn, Website, among others); Media Relations (i.e. publication in newspapers).

2.3 Responsibilities

Magellan – Associação para a Representação dos Interesses Portugueses no Exterior, as the leader of Work Package 4 - Dissemination and Exploitation, **is responsible for the communication and dissemination of** *DocksTheFuture.* However, every single partner has, to a different extent, contribute to the project's communication and dissemination, in close cooperation with Magellan.

A **Press and Media Manager** was nominated and oversees managing relationships with the media, carrying out the task of disseminating information, managing communication activities and liaise with journalists. The Press and Media Manager is delegated to adequately convey the message of the Project and of its Beneficiaries to ensure that journalists disclose it correctly. The Press and Media Manager has cross and fundamental responsibilities for visibility and reputation.

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[2] The full list of stakeholders included in this definition is as follows: European Commission (DG Move, DG TAXUD, INEA); ESPO - European Sea Ports Organisation; Other relevant association (i.e. FEPORT or SEYARD, CPMR, UFM); European Technology Platforms (ETPs) (i.e. ALICE WATERBORNE); European Innovation Partnership on Smart Cities and Communities; Organisation for Economic Cooperation and Development (OECD) - Joint OECD/ITF Transport Research Committee; The World Bank – Transport; United Nations Economic Commission for Europe – Transport;Member States (Ministries of Transport); European Maritime Safety Agency (EMSA); Business Stakeholders (Shipping Companies, Shippers (International Companies or Freight Forwarders); Intermodal Transport Operators, Port and Inland Terminals, Multimodal Terminal Operators, Shipping Lines, Rail Cargo; European Port Community Systems Managers, Terminal Operating Systems adopters; Port Authorities and their geographically related Municipalities, and Regional Governments; Associations of interest (i.e. European Community Shipowners' Associations, European Association of Logistic Platforms, European Shippers' Council, etc...); Ship Classification Societies (Lloyd's, RINA, etc...); Networks related to the port-city relation: Ville De Port, Polis, Eurocities.

Furthermore, to mainly target C&D objectives, Media Relations delivers information about the Project and its results.

Specific information about **each partner's responsibilities** within the scope of Work Package 4 is presented in Section 3 – Communication & Dissemination Managament. Section 6 presents the contact information of the team directly responsible for dissemination related matters.

2.4 Dissemination activities, channels and promotion tools

2.4.1 Logo and Visual Identity

All the *DocksTheFuture* communication materials, publication and deliverables indicate, at all times, that DTF has received funding from the European Union, obliging the following requirements:

- The EU emblem (on the top right side of the document's header):

- Including the following disclaimer:

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- Include the following acknowledgment preferably on the cover page:

 "This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 770064"

Project Logo

The Project Logo (available on the Project's Google Drive) is the first contact between the project and its target groups. The following **two logos** have been prepared for *DocksTheFuture*, and is, at all times, included in the project's documents, namely on the top left side of the header:

1) Logo without text

Document templates

A series of templates of both the internal and external *DocksTheFuture* project documents and reports with specific guidelines on the visual identity of the project have been prepared and shared with the partners. The purpose of these templates is to provide the partners with a structured outline for the project documents to ensure the overall project visual identity consistency at all times. The document templates can be found in the corresponding Google Drive Folder.

2.4.2 Project Management Structure

The *DocksTheFuture* organisational structure is based on two layers:

i. **operational layer - a Technical Management Committee (TMC)** oversees the project technical control, planning, steering of the work progress and quality of results. It is chaired by the Project Coordinator (Circle) and supported by the Independent Consultive Committee.

ii. **strategic layer - a Steering Committee (SC)** is responsible for strategic decisions concerning the work plan, risk management and conflicts. Major changes regarding objectives and partners are to be discussed and prepared for the final decision-making of the Steering Committee. It is chaired by the Project Coordinator (Circle) as well.

Figure 1 - Project Structure

Each beneficiary is responsible for the activities of communication and dissemination of the project, to a different extent. Notwithstanding, each partners' involvement and overall contribution is in line with the pre-established allocation of work.

The Independent Consultive Committee (ICC)

The ICC will be an independent committee, composed by 5 key experts and representatives of selected bodies wisely chosen. Members will be chosen between 1) the Union for the

Mediterranean, 2) the European Technology Platforms "ALICE" and "Waterborne", 3) the European Innovation Partnership "Smart Cities and Communities", 4) the United Nations Economic Commission for Europe - Transport, 5) the Organisation for Economic Cooperation and Development (OECD) - Joint OECD/ITF Transport Research Committee 6) other relevant names in the maritime and logistics field. The ICC will support project development, focusing on activities' suggestion, specifically targeting European Commission and other experts in key sectors addressed by the Coordination and Support Action. They will periodically review and offer contribution and feedback to the *DocksTheFuture* partners based on foreseen meetings of ICC and which will play a relevant role during the Project Final Conference.

The project structure also includes the so-called **Experts Workshops,** which are the main "tactical" tool of the project, since these stakeholders are invited to provide specific support to Project activities aiming at the validation of Work Package results. The first experts' workshop took place at the Port of Leixões (Porto, Portugal) on the 29th and 30th of October 2018. The second experts' workshop took place at the Port of Trieste (Trieste, Italy) on the 3rd of April 2019.

As such, in addition to their responsibilities as members of the ICC, these stakeholders, who are experts in their fields, **will have access to first-hand privileged information about the project and will be encouraged to communicate and disseminate it in their own networks, to further the project's visibility.**

2.4.3 Website & Social Media

DocksTheFuture **website:** It is the main focal point for the Dissemination and Comunication activities, and was setup by using open-source solutions to minimise costs (namely, WordPress), including requirements from H2020 CSA Guidelines and Best Practices. A special focus was put on Search Engine Optimisation to maximise its visibility. The *DocksTheFuture* website can be found through: http://www.docksthefuture.eu/

Specific content placed on www.onthemosway.eu portal: OntheMoSWay is the digital multichannel platform dedicated to the Door-to-Door maritime and logistic chain. It aims to facilitate the exchange of information, knowledge and experiences in the field of the freight, logistics and maritime co-modal transport. At least a piece of news about the Project has been and will continue to be published bimonthly.
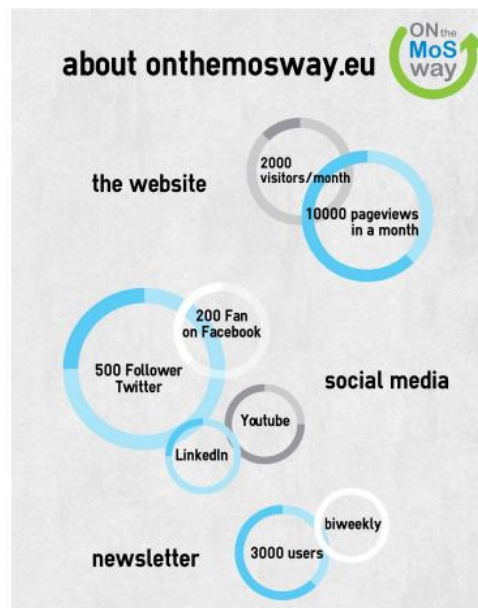
Figure 2 - General Information about OnTheMosWay

Through the OnTheMosway platform, the consortium has the capability to consult and interact with a large platform of stakeholders via the onthemosway.eu digital multichannel platform. This platform has more than 1200 stakeholders already available for interaction, with 9.241 visitors in 2016, with an average session of 02:55 and 39381-page views, plus the 329 TEN-T core and comprehensive ports available for interaction. Such is the case since two members of the consortium (Circle and ISL) are the leading partners supporting the European Commission in developing the MoS Detailed Implementation Plan, for which the aforementioned ports are key stakeholders.

Interplay between the Project WebSite and OntheMoSWay.eu: The difference between Dissemination and Communication activities is going to be particularly evident in relation to the two main web-oriented activities. **The Project Website will be the main Dissemination tool**. It will focus on the project presentation to the different Target Groups, and on the information about the *DocksTheFuture* results. It will have a very focused goal and a short life span to avoid the maintenance of a non-used/updated tool, such as it the case in many EC funded projects.

On the other hand, **OnTheMosWay.eu will be used as the specific Communication and Exploitation tool for the project**. Initially funded by the TEN-T and Marco Polo Programmes, OnTheMosWay, the official Motorways of the Sea Portal, prime source of specialised information for EU Policy and MoS, is a training and knowledge center, a useful tool for keeping oneself updated, a meeting place for discussion open to the companies and professionals who can contribute both through social networks. A specific vertical section has been created beside existing thematic ones (Motorways of the Sea Projects, Training Center, etc.) to make available the results of *DocksTheFuture* for Stakeholders and to exploit them, namely data, guidelines, and other tools. By using **OnTheMosWay**, and following IPR policies defined at Project level, the Consortium will extend the project results availability and will foster their exploitation by the target groups at large and by European Ports (the main Stakeholders). The main advantages in adopting such a solution, rather than simply using the Project Website, relying on the consolidated audience base of the **OnTheMosWay, as abovementioned.**

Social Media: a LinkedIn dedicated Group (fostering a "community sentiment") was set up and has continuously delivered *DocksTheFuture* contents to reach other professional communities. Targeted activities have been and will continue to be implemented to increase the number of the members of the group and to deliver contents throughout the project lifecycle. Furthermore, Project

news will be deployed (besides LinkedIn Group) over a specific Twitter and Facebook accounts to drive followers to the news area on the website. The DocksTheFuture Social Media pages can be found through the following links:

- LinkedIN: https://www.linkedin.com/groups/13601652/
- Facebook: https://www.facebook.com/DocksTheFuture/
- Twiiter: https://twitter.com/DocksTheFuture

2.4.4 Quarterly e-bulletin

The *DocksTheFuture* project has already prepared two **quarterly e-bulletins,** including news and updates about the project and associated clustering activities. The **quarterly e-bulletin** is sent through the network of contact of the OnTheMosway Portal and newsletter, with 1300 registered stakeholders. In addition, the DocksTheFuture website includes a form so that interested parties can also sign up to receive the project e-bulletin.

2.4.5 Dissemination material

Project Leaflet: 1.000 copies, in English, will be prepared and produced to promote the project in conferences, workshops and fairs. 650 copies have already been produced.

Project Video: a short *DocksTheFuture* project video presentation (4 minutes) will be produced to be delivered over the media and will be made available by means of a YouTube Channel for the experts' community, journalists, TV and web. The video will be updated with a "Port of the Future" concept when available towards the end of the Project activities and with coverage of the final conference (recordings, editing of speeches and one overall 5 minutes' summary of the event).

2.4.6 Publications, journalistic articles and overall media relations

The main goal of media relations is to create, develop and strengthen relations with the media (journalists, bloggers, forums, comments on the web) on behalf of the *DocksTheFuture* Consortium. Furthermore, the **related objectives are:**

1. to build a relationship to obtain visibility in the media, to spread a positive image and build consensus on the actions of the Project;
2. to support the management of Project during the interviews;
3. to manage the delicate relationship between the management of Project and the Media;
4. to ensure that journalists consider the press releases and project events of interest and worth of being communicated by them as sources of interesting news and useful for the media.

Specifically, the project will deliver, in total:

- 12 media briefings to inform media contacts about technical aspects of the project;
- 5 Press Releases based on WPs results;
- 10 Synopses to be issued to editorial contacts to obtain placement in publications.

A list of already contacted news title includes: The MediTelegraph, Euractiv, Greenport, Porteconomics, Port Strategy, Container Management, Port Technology, Worldcargo news, Maritime Journal, Hellenic Shipping News, Asia Shippinjg media, International Transport Journal, Baltic Transport Journal, Marine Link, Tradewinds, MarineLog, Journal of Commerce, Lloyd's List + Containerisation International, ORMS, Supply Chain Europe, Port Industry News, Hansa International Maritime Journal. The list will be regulary updated throughout the period of project implementation.

Moreover, the main instruments of interest related to Media Relations are:

1. **Press Release** – It is the link text between the Press and Media Manager and the media. Tools-of-the-trade for the development of a proper press release that will be adopted are those of journalism, the so-called "5 W": Who - What - Where - When - Why;
2. **Press conference** - Meeting with journalists and representatives of the media organised to communicate news and initiatives. It will have a specific function to control and direct the flow of information;
3. **Press kit** - Must contain all the documents covered within the press conference and briefing materials. The documentation must be accompanied by photographs of the people and activities and distributed in paper and electronic format. Media Relations are foreseen to be brought on throughout the project lifecycle.

The deployment of at least 5 press releases (*DocksTheFuture* launch, midterm, final conference) and 2 press conferences (*DocksTheFuture* launch, final conference) is foreseen.

2.4.7 Events and conferences

The project recognises the importance of high-level events and conferences, with considerable visibility among the target groups defined by the current strategy. As such, to maximise the communication and dissemination of *DocksTheFuture,* the strategy for the participation in events and conferences foresees:

1. the presentation of the project in at least 10 conferences;
2. representatives from the project will visit at least 3 events;
3. a *DocksTheFuture* booth will be set up in at least 3 relevant fairs.

The following list show the relevant events in which the project has already participated in and of future events in which it plans to partake, to implement its strategy. The list has been regularly updated throughout the project's life-span. The type of presence indicated in the table is indicative, pending availability of setting-up a booth and/or give a presentation in the listed events. The events highlighted in green are the ones in which DocksTheFuture has already participated.

Table 2 - Relevant events for the Dissemination of DocktsTheFuture

Event	Date	Location	Type of Presence			
			Booth	Presentation	Visit	Poster
Transport Research Arena 2018	16-19 April 2018	Vienna, Austria				
3rd Ports, Maritime Transport and Insurality Conference	19 April 2018	Pireos, Greece				

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Event	Date	Location				
TEN-T Days 2018	25-27 April 2018	Ljubliana, Slovenia			■	
SIGA2	2-3 May 2018	Antwerp, Belgium			■	
World conference on cities and ports	11-14 June 2018	Quebec, Canada				■
Corealis Focus Group	25 September 2018	Valencia, Spain			■	
Synchro-modal Supply Chain Eco-Net Final Conference	27 September 2018	Valencia, Spain		■		
chainPORT Hackathon	11-13 October 2018	Antwerp, Belgium			■	
MTCC IMO	24 October 2018	London, UK		■		
Collaborative Innovation Days: New Global Routes: One Belt One Road Initiative	6 November 2018	Athens, Greece		■		
Urban Autonomous Mobility: what role for standards?	21 November 2018	Brussels, Belgium				■
Portos e Concorrência	18 February 2019	Lisbon, Portugal				■
European Maritime Days 2019	17 May 2019	Lisbon, Portugal		X		
ESPO event 2019	23-24 May 2019	Livorno, Italy				X
Munich Transport Logistic	4-7 June, 2019	Munich, Germany	X			
Supply Chain & Logistics Summit & Expo 2019	Antwerp, Belgium	25-27 June 2019				X
Maritime Transport Conference	Rome	10-12 September 2019		X		
London International Shipping Week	London	9-13 September 2019				X
ITS World Conference	Singapore	21-25 October 2019		X		
Collaborative Innovation Days	tbc	end of 2019		X		
Polis annual conference	tbc	2019		X		
Genoa Shipping Week	tbc	2019		X		
European Shipping Week	tbc	2019		X		
Euromaritime	tbc	2019			X	
Europort Rotterdam	tbc	2019	X	X		
Nor Shipping	tbc	2019		X		
Transport Research Arena 2020	Helsinki, Finland	2020	X	X		
Forum Shipping & Intermodal Transport	tbc	2020		X		
Green Port Congress	tbc	2020	X	X		
ESPO event 2020	tbc	2020		X		
World conference on cities and ports	tbc	2020	X			

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In addition to a regular and visible presence in the main events of the maritime sector, *DocksTheFuture* will organise a **MidTerm and a Final Conference**. The MidTerm Conference took place at the Port of Trieste, on the 4th of April. The Final Conference is foreseen to take place between month 28 and 30 of the project.

Lastly, the following **matrix matches the defined target groups with the different dissemination and communication tools to be deployed.**

Table 3 - Target Group Matrix

Target Groups	e-bulletin	Final Conference	Leaflet	Website	Social Media	Video	OnTheMoSWay	Conference & fairs	Press kit & press tools
European Commission	X				X		X		
ESPO	X	X			X		X	X	
ETPs	X	X			X		X	X	
European Innovation Partnership on Smart Cities and Communities				X	X		X	X	
OECD – Joint OECD/ITF Transport Research Committee	X	X			X		X	X	
The World Bank - Transport	X	X			X		X	X	
United Nations Economic Commission for Europe – Transport	X	X			X		X	X	
Member States – Ministries of Transport	X				X		X	X	
EMSA	X	X			X		X	X	
Business Stakeholders			X	X	X	X	X	X	
European RTDs			X	X	X	X	X	X	
Port Authorities		X	X	X	X		X	X	
Associations of Interest			X	X	X	X	X	X	
Media		X	X	X	X	X	X		X
General Public			X	X	X	X			X
Ship Classification Societes			X	X	X	X	X		X
Networks of interest	X		X	X	X	X	X		X
Networks related to the port-city relation	X		X	X	X	X	X		X

2.4.8 Project Outcomes: Dissemination and Exploitation

In particular, the project will deliver the following outcomes:

Deliverable 5.2: Port of the Future DSS Tool [due in month 28]

The Deliverable is a general software tool based on simple spreadsheet solvers (e.g. Excel) aiming at resuming main critical elements related to port related investments. Related task: 5.2 - DSS tool to exploit Port of the Future solution.

Deliverable 5.3: Transferability analysis [due in month 28]

The Deliverable is centered on the methodology that will be developed for assessing transferability of Port of the Future innovative concepts. Related task: 5.3 - Transferability analysis.

Deliverable 5.4: Port of the Future training package [due in month 30]

The Deliverable is defined as a means of transferring know-how on the developed concept of Port of the Future, the current state of the art and the impact that such an innovative project could have on the future of European ports and port cities to each and every one of the participants. Related task: 5.4 - Port of the future training package.

Deliverable 5.5: R&D and Policy recommendations [due in month 29]

The Deliverable is DockstheFuture R&D Recommendations, Policy Recommendations as results to be disseminated and exploited. Related task: 5.5 - R&D and Policy recommendations on the basis of validated projects results.

Deliverable 5.6: Port of the Future Network of Excellence [due in month 30]

Voluntary network of excellence of TEN-T Core and Comprehensive Ports: a platform aimed at following up the results of the project in order to have a proper unique interface to carry on towards the Port of the Future targets. Related task: 5.6 - Port of the Future Network of Excellence.

Deliverable 5.7: Port of the Future Road Map 2030 [due in month 30]

The Deliverable is a RoadMap to guide Stakeholders towards 2030 objectives related to the Port of the Future. Related task: 5.5 - R&D and Policy recommendations on the basis of validated projects results.

It is of utmost importance that the project outcomes are exploited to their fullest potential. Therefore, the strategies to operationalise such task will be detailed in:

D5.1 Plan for the Exploitation of the action Results (PER) - updated version [due in month 16]

The Deliverable is a detailed exploitation plan update produced in order to ensure the transfer of project results beyond its life. Related task: 5.1 - Plan for the Exploitation of the action Results (PER): updates.

Deliverable 5.8: Final report on Exploitation activities and update of the Exploitation Plan (PER) [due in month 30]

The Deliverable includes follow-up activities that each partner will carry out after the project end, as well as the Dissemination tools, Port of the Future Chart, etc. that will remain alive beyond the project duration. It will include also an update of the PER. Related task: 5.1 - Plan for the Exploitation of the action Results (PER): updates.

Notwithstanding, the project communication team will also disseminate the project outcomes following the strategies listed in the previous sections (i.e. Social Media, Final Conference, e-bulletin, etc.)

2.4.9 Clustering Activities Communication & Dissemination Integrated Strategy with RIA projects: Ports of the Future Projects

The Horizon 2020 call (H2020-MG-2016-2017, Topic: MG-7-3-2017) retained four proposals for funding, due to the need for research *"to implement new port concepts, new management models, and innovative design, engineering, construction and operation technologies solutions for full customer, stakeholder and citizen satisfaction"*.

The purpose of the call was two-fold: on the one hand, to implement Research and Innovation Actions to address topics such as, but not limited to, multi-modal optimised cost-effective operations, sustainable maintenance, low environmental impact and, on the other hand to implement a Coordination and Support Action with a view to cluster retained proposals, projects, reports, scientific papers (among others), identify appropriate Key Performance Indicators all of which with the ultimate goal of defining the concept(s) of Ports of the Future. The four proposals retained for funding under the topic MG-7-3-2017) were **DocksTheFuture (CSA), COREALIS (RIA), PIXEL (RIA) and PortForward (RIA).**[3]

Following the expectations of the European Commission, to reach the expected foreseen impacts, namely *"reduction of impact on climate change and the environment of port activities, their operational and infrastructural costs, improvement of logistics efficiency and better integration of the port in the surrounding socio-economic area, including city-port relations and the smart urban*

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[3] Horizon 2020 Work Programme 2016 2017 http://ec.europa.eu/research/participants/data/ref/h2020/wp/2016_2017/main/h2020-wp1617-transport_en.pdf, last accessed 06/08/2018

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development of Port Cities (..)"[4] the four projects, hereafter referred to as **Ports of The Future Projects,** have engaged in collaborative work.

The **pursuance of a collaborative and integrated approach between the projects in relation to both their technical outputs and communication/dissemination strategy aims at capitalising on the synergies between the projects with a view to be as impactful as possible.** Henceforth, by implementing a collaborative approach, **the Ports of The Future Projects** Clustering of Activities Mechanism is guided by the following objectives:

- <u>To maximise</u> the impact of the communication and dissemination of results amongst the relevant stakeholders by joining forces, rather than having each project operating individually;
- <u>To exchange</u> technical information between the four projects to contribute for a cross-fertilisation of results leading to a stronger, more accurate vision of the Ports of The Future in 2030;
- <u>To highlight</u> the importance of EU funding programmes in supporting European Research and Innovation able to stand out in an ever-changing world, where top-notch R&D has become the standard;
- <u>To fulfil</u> the European Commission's expectation of an integrated collaborative approach between the four projects, namely, with regards to the tight-knit relation between the approved CSA (DocksTheFuture) and RIAs (COREALIS, PIXEL and PortForward).
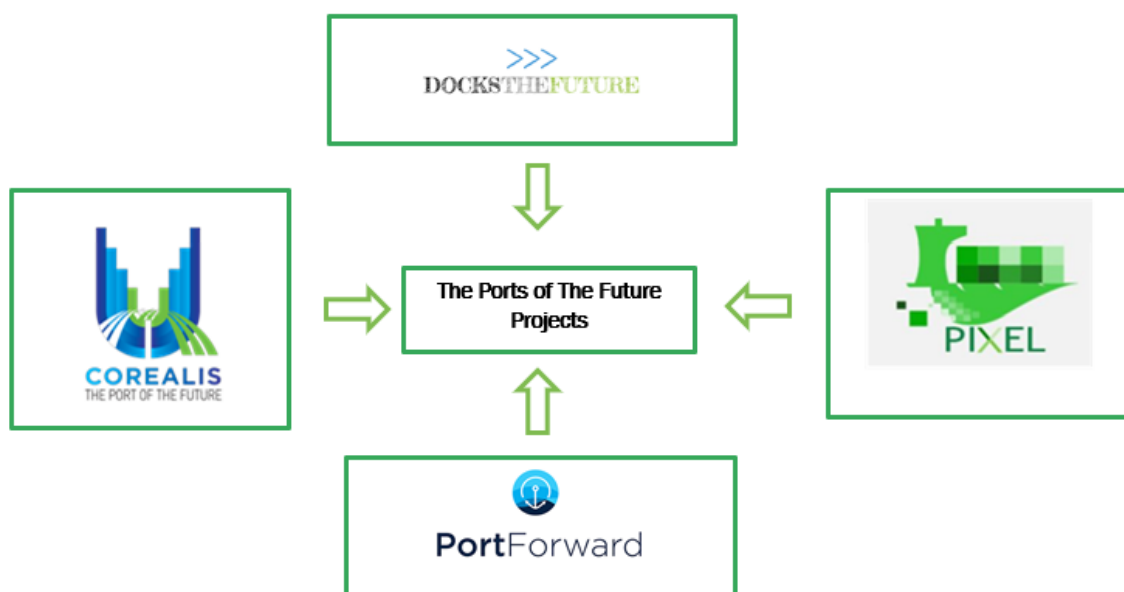
Figure 3 – Ports of the Future Projects

In order to operationalise the cooperation between the four projects, the Clustering Activities Communication & Dissemination Integrated Strategy document was drafted. The document provides an overview of the initial strategy for communication and dissemination for the clustering of activities of the **Ports of The Future Projects, addressing matters such as but not limited to:** communication and dissemination integrated strategy, social media and cross-promotion,

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[4] *Ibid.*
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participation in events, interaction with European Technology platforms and presenting an initial roadmap of activities, all with the goal contributing to reach the aforesaid objectives. The laid-out strategy is the result of strategy meetings, which counted with the participation of representatives from each project. [5]

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[5] The document can be found through the following link: https://www.docksthefuture.eu/clustering-activities-communication-dissemination-integrated-strategy/
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3. Communication & Dissemination Management

3.1 Workplan, tasks, responsibilities, deliverables and milestones

The Work Package 4 Dissemination and Exploitation is the WP within which all the dissemination and communication activities are organised. In other words, the goal of the work to be carried out in this WP aims to, on the one hand, create a higher level of awareness and demand from stakeholders and target audience, and on the other, to achieve the pre-defined communication objectives.

Magellan is the leader of this WP, in which all partners are directly involved. The following tasks are currently being carried out, with the following responsibilities:

- Task 4.1 - Plan for the Dissemination and Communication of the Action Results (PDCR)
  Leader: Magellan
- Task 4.2 - *DocksTheFuture* identity and D&C tools
  Leader: Circle
- Task 4.3 - D&C related events
  Leader: Magellan
- Task 4.4 – Media Relations
  Leader: Circle
- Task 4.5 *DocksTheFuture* Final Conference
  Leader: Magellan

The **following table lists the deliverables to be produced within the scope of the dissemination and communication activities and their current status.**

Table 4 - Deliverables associated with the Dissemination and Communication of DocksTheFuture

Number	Name	Responsible	Type	Description	Dissemination Level	Status
D4.1	Plan for the Dissemination and Communication of the action Results (PDCR)	Magellan	Report	The Deliverable moves from the preliminary draft plan presented in the proposal that be updated at the beginning of the project and regularly during the project timeframe, including a record of activities related to Dissemination and Communication (D&C).	Public	March 2018: Delivered
D4.2	Plan for the Dissemination and Communication of the action Results (PDCR) - update	Magellan	Report	The Deliverable is an update of the Plan released on M3 – D.4.1	Public	March 2019
D4.3	Intermediate Report on Dissemination and Communication activities (I)	Magellan	Report	The Deliverable is intended to be a summary of the main activities and results of WP4 with analysis of contacts and indications for further improvements or corrective actions (if needed).	Public	October 2018 Delivered
D4.4	Intermediate Report on Dissemination and Communication activities (II)	Magellan	Report	The Deliverable is intended to be a summary of the main activities and results of WP4 with analysis of contacts and	Public	October 2019

				indications for further improvements or corrective actions (if needed).		
D4.5	Final Report on Dissemination and Communication activities	Magellan	Report	The Deliverable is the final summary of the main activities and results of WP4 with analysis of contacts and indications for further improvements.	Public	June 2020

The **following table lists the Milestones to be achieved within the scope of the dissemination and communication activities.**

Table 5 - Milestones associated with the Dissemination and Communication of DocksTheFuture

Milestone number & title	Lead Beneficiary	Due date	Means of verification
MS7 – Final Conference	Magellan	June 2020	Final Conference held

The **following figure presents the preliminary Plan of Dissemination and Communication for the last 15 months of the Project.** This plan is subject to a constant update considering the dissemination and communication needs.

Month		M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30
Task		apr	may	jun	jul	aug	set	out	nov	dez	jan	fev	mar	abr	mai	jun
Task 4.1 Plan for the Dissemination and Communication of the action Results (PDCR) updated version	Deliverable 4.2 Update of Plan for Dissemination and Communication of the Action Results	█														
	Deliverable 4.4 Intermediate Report on dissemination and Communication activities (II)					█	█									
Task 4.2 D&C Tools	Updating the DocksTheFuture website	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Updating the LinkedIn Group	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Updating the Facebook Page	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Updating the Twitter Page	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Quarterly e-bulletin			█			█			█		█				█
	Project Video															
	Specific content placed on onthemosway	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Task 4.3 D&C Related events	Eruopean Maritime Days 2019		█													
	ESPO event 2019		█													
	Transport Logistics Forum			█												
	Supply Chain & Logistics Summit & Expo 2019			█												
	Maritime Transport Conference						█									
	London International Shipping Week						█									
	ITS World Conference							█								
	Collaborative Innovation Days							█	█							
Task 4.4 - Media Relations	Press Release: Workshops with Experts	█														
	Press Release on MidTerm Conference	█														
	Press Release: Workshops with Experts										█					
	Press Release on Final Conference													█	█	█
Task 4.5 - Mid Term and Final Conference	Project Final Conference													█	█	█
Clustering Activities with RIA Projects	Cross Promotion on Social Media	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Ports of the Future Internal Meetings		█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Sharing of Results	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█

Figure 4: Plan of Dissemination and Communication Activities for the last 15 months of the Project

3.2, Data protection, open access and intellectual property rights

3.2.1 Data protection and open access

The project partners must confirm opinion or confirmation by the competent Institutional Data Protection Officer and/ or if authorisation or notification by the National Data Protection Authority has been obtained and is kept on file (whichever applies according to the Data Protection Directive (EC Directive 95/46, currently under revision, and the national law). **Justification must be given in case of collection and/or processing of personal sensitive data.** Detailed information must be provided on the procedures that will be implemented for data collection, storage, protection, retention and destruction and confirmation that they comply with national and EU legislation. As the **participants participate in the Open Research Data in Horizon 2020,** a **Data Management Plan** must be submitted, and it must cover all provisions of the Data Protection Directive. Detailed information on **the informed consent procedures that will be implemented regarding the collection, storage and protection of personal data must be submitted on request.** Templates of the informed consent forms and information sheets must be kept in file and submitted on request. Templates of the informed consent forms and information sheet must be submitted. The partners must explicitly confirm that the data used are publicly available. In case of data not publicly available, relevant authorisations must be provided.

3.2.1 Intellectual Property, knowledge, protection and regulatory issues

During preparatory activities, the Beneficiaries performed preliminary database desk cross-checks for Intellectual Property, knowledge protection and regulatory issues evaluation, verification of each partner IPR management capabilities, and avoidance of using acronyms, names, abbreviations identical or similar to a registered trade mark in the same proposal domains.

The overall principle that generated knowledge of commercial interest must be safeguarded and protected for use by the owner will be pursued. These rules were precisely defined in the final version of a Consortium Agreement, implemented following the DESCA template (Development of a Simplified Consortium Agreement) specifically designed for Horizon 2020 "Research and Innovation Actions".

Almost all Deliverables have been defined as public. Despite of this approach IPR and business interests of the partners are relevant and must be protected. Therefore, a thorough management of access to results and publications is to be performed.

In relation to Freedom to Operate Analysis Consortium Members carried out a preliminary FTO Analysis (Krattiger A., (2007) "Freedom to Operate, Public Sector Research, and Product Development Partnerships: Strategies and Risk-Management Options") and specific searches on Intellectual Property Rights databases aimed at determining whether exploitation of existing Port of the Future related information and published materials could infringe third parties' rights (i.e. finding out that there is only a limited freedom to operate might result in the necessity to contact third parties and ask for a permission).

Some potential issues have been tackled, i.e., by directly involving data owners (ISL, Circle) in the Consortium. Furthermore, integrating activities to date, updates of the FTO analysis will be carried out by the consortia before significative releases to cope with identification of infringement risks linked to the exploitation of the project results. In relation to pre-existing Access Rights: as a main result of the mentioned FTO, rights to use knowledge and pre-existing know-how given by the owners to others pinpoint the main issues of protection of data, and technical publications produced. This is also true in relation to future Access Rights

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4. Dissemination KPIs / Evaluation

In order to ensure that the dissemination tools put in place are attaining the overall goals of the *DocksTheFuture* dissemination and communication it is essential to define **Key Performance Indicators (KPIs)**. A KPI serves a measurable value with the goal to demonstrate on efficient a given strategy is in the prosecution of a given objective/targed.

As mentioned in the corresponding Section 2.4 – Dissemination activities, channels and promotion tools, the following communication tools will be put in place for the purposes of communicating the project.

Figure 5: DocksThe Future Communication Tools

Several KPIs and their corresponding measurement value were defined for each one of the abovementioned communication tools, as shown in Table 5 – *DocksTheFuture* Key Performance Indicators. The following table also shows the results achieve thus far.

Table 5 - DocksTheFuture Key Performance Indicators

Communication tool	KPI	Measurement Value	Current Value
DocksTheFuture Website	Number of visits of the website throught the project duration	2000	5026
Social Media: a) LinkedIn	Number of group members by the end of the project Number of posts per month	250 2	71 2
Social Media b) Twitter	Number of followers by the end of the project	500	263
Social Media c) Facebook	Number of followers by the end of the project	500	48
Quarterly e-bulletin	Number of stakeholders reached in each bulletin	1300	1300
Leaflets	Number of leaflets produced in total	1000	650
Project Video	Number of views by the end of the project	500	n.a.
Midterm and Final Conference	Number of invitations sent	400	1350 invitations sent for Midterm Conference
Events and conferences	Number of presentations in events/conferences Number of visits to events/conferences Number of booths at events/conferences	10 3 3	4 5 0
Media Relations	Number of media briefings produced Number of Press Releases produced Number of synopses to be issued to editorial contact for publication Number of Press Conferences Number of Press Kits produced	12 5 10 2 1	n.a. 6 29 n.a. n.a.
OnTheMosWay	Number of news published per month	1	1 every two months

The defined measurable **and quantifiable key performance indicators are the cornerstone of the internal evaluation of the implementation of the dissemination and communication strategy of the project.** The project communication team keeps a close eye on how the measurements of impact of each of these KPIs evolves throughout the project and implements corrective measures, if need be, to correct the course and guarantee that the pre-defined objectives have been fulfilled.

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5. Conclusions

DocksTheFuture is a very particular project within the scope of the Horizon 2020, with a particular objective to capitalise on synergies with RIA H2020 funded project. The Plan for the Dissemination and Communication and its update took this dimension into account and laid out the guidelines and overview of the dissemination and communication strategies which are already in place throughout the project's lifetime, to share the project's results and achievements in an efficient manner to a wide array of pre-defined stakeholders.

This document constitutes an updated guide to operationalise the disseminaton and communication strategy but it consists of a "living" document. The deliverable presented information on the following dimensions:

- Communication & Dissemination Strategy laying out the objectives of the plan;
- Dissemination activities, channels and promotion tools, including social media, dissemination materials, presence in events and conferences, among others;
- Clustering Activities Communication & Dissemination Integrated Strategy with RIA projects – Ports of the Future Network;
- Responsibilities of each partner for the purposes of promoting the project;
- Dissemination Administration & management: workplan, deliverables and intellectual property rights' matters;
- Dissemination Key Performance Indicators to assess the project's dissemination and communication impact.

Lastly, *DocksTheFuture* will use a mix of different tools for the dissemination and communication of the project (leaflets, website, social media, midterm and final conference, OnTheMosWay platform, press kit and press tools), with a very strong emphasis on a regular presence in international events and conferences.

6. Contact persons for dissemination related matters

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