Capacity with a pOsitive enviRonmEntal and societAL footprInt: portS in the future era

COREALIS
THE PORT OF THE FUTURE

D.7.1: Initial Communication Strategy and Plan

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		Reviewers	Cordelia Wilson (ERTICO)
			Alexandr Tardo (CNIT)

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Document Information

List of Contributors	
Name	**Partner**
Amalia Nikolopoulou	ICCS
Kelly Panagiotidi	ICCS
Monica Giannini	ERTICO

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Project Coordinator	Angelos Amditis (ICCS)	24/10/2018

Table of Contents

List of Figures

List of Tables

List of Acronyms

Abbreviation / acronym	Description
AR	Augmented Reality
CAB	COREALIS Advisory Board
CO_2	Carbon dioxide
CSA	Coordination & Support action
DM	Dissemination Manager
DoA	Description of Action
DSS	Decision Support System
Dx.y	Deliverable number y belonging to WPx
EB	Executive Board
EC	European Commission
EU	European Union
ETPs	European Technology Platforms
GA	Grand Agreement
GDPR	General Data Protection Regulation
ICT	Information and Communication Technology
IoT	Internet of Things
IPR	Intellectual Property Rights
KPI	Key Performance Indicators
LL	Living Labs
Mx	Month –It refers to the month when a respective activity takes place
OA	Open Access
PMs	Person Months
PoFSG	Port of The Future Serious Game
POPD	
PU	Public
R&D	Research and Development
R&I	Research and Innovation
RIA	Research and Innovation Action
SME	Small Medium Enterprise
WP	Work Package

Executive Summary

Communication and dissemination processes are essential to assure the success of a project as ambitious and visionary as COREALIS. Funded under the European Union's Horizon2020 Framework Programme, the aim of COREALIS is to develop a strategic, innovative framework, supported by disruptive technologies, including Internet of Things (IoT), data analytics, next generation traffic management and emerging 5G networks, for cargo ports to handle upcoming and future capacity, traffic, efficiency and environmental challenges. Within this framework, the proposed beyond state of the art innovations, target to increase efficiency and optimize land use, while being financially viable, respecting circular economy principles, and being of service to the urban environment.

The current document provides the initial communication plan and strategy and all communication activities to be performed by COREALIS partners. It is also summarising all the activities until M6 and those still planned. It is connected to Task 7.1: *COREALIS brand identity and Communication Strategy* within Work Package WP7: *Dissemination Strategy and Stakeholder engagement*. The present document is considered as a living document and it is subject to regular updates through the project course for accommodating the project needs and advancements.

This initial communication plan and strategy is crafted by introducing a 5-steps approach which includes the identification of relevant objectives and relevant target audiences, in order to efficiently anchoring the project's vision, ideas, results and outcomes to targeted audiences and interested parties towards the definition of key messages and the identification of appropriate communication channels and tools.

Communication, dissemination and stakeholder involvement activities are inter-linked in COREALIS, and they constitute a substantial part of the initial communication plan and strategy. Related communication actions and dissemination activities have been assigned from the early beginning of the project to each of the consortium partners, in order to ensure that COREALIS acquires high visibility, outreach and impact to all interested parties.

Reference is also given to the clustering activities of the Port of The Future Network and how cross-fertilisation can be achieved by creating common synergies, with its ultimate aim being the boosting of European technology and the creation of a paradigm shift in the core operations of the port's sector. Finally, the monitoring and evaluation processes of the COREALIS planned activities are detailed presented through the identification of a set of measurable Key Performance Indicators and a risk registry, which will systematically help on the evaluation of all communications and dissemination activities.

1. Introduction

The current deliverable, named as D7.1 Initial Communication Strategy and Plan, is a key reference document for all the activities to be implemented within WP7 of COREALIS project. It is intended as a living document through the project lifetime and it is subject to periodical updates (M18 & M32).

In view of meeting the challenging and demanding COREALIS communication objectives, as set out in Description of Action (DoA) and the recent relevant EU guiding documents, the leading partner responsible for the communication and dissemination activities in the COREALIS project, SEAB, along with the substantial contribution from key partners (ICCS and ERTICO) has compiled a strategic communications plan to allow for the early consideration of dissemination opportunities.

COREALIS's communication plan sets out the strategic project communication objectives, identifies the key target audiences, including specific stakeholder community, tailors the key messages, and selects the appropriate communication channels and means in order to efficiently and effectively reach out to the targeted stakeholder groups.

1.1 Purpose and scope of the document

The purpose of this document is to provide an initial, detailed and carefully-designed communication strategy and plan for the activities to be performed within COREALIS project. The presented set of processes will remain active throughout the project lifetime (in line with GA, Articles 29 & 38) to effectively help the COREALIS consortium to achieve the desire outreach to relevant audiences and disseminate COREALIS' achievements in the industrial, SME and academic domain.

1.2 Intended readership

This deliverable is addressed to any interested reader (i.e., PU dissemination level). In comparison with other project deliverables, COREALIS D7.1 '*Initial Communication Strategy and Plan*' can be considered as a useful guidance for the consortium members who can use it as a reference for the planning-of and contribution-to COREALIS communication and dissemination activities.

1.3 Relationship with other COREALIS deliverables

This deliverable lies within Work Package *WP7: Dissemination Strategy and Stakeholder engagement*, and comprises the following (already compiled) deliverables, which are closely linked to D7.1. until M6:

D1.2 COREALIS personas and Stakeholder Classification, which includes a classification and an inventory of COREALIS stakeholders, as well as a description/profiling of personas shortlisted.

D7.4 Initial Set of COREALIS communication tools, which presents the project brand identity as well as the first version of the COREALIS brochure and poster.

Apart from the above-mentioned deliverables, the document at hand has a close indirect relation to all COREALIS achievements that need to be disseminated (to targeted audiences).

1.4 Document Structure

The document is structured in five sections.

Section 1, introduced the scope of the document, along with the provision of Key definitions.

Section 2, presents all the necessary information concerning the COREALIS Communication Strategy and Plan.

Section 3, describes the COREALIS collaboration and clustering strategic Plan.

Section 4, presents the evaluation and monitoring processes of the COREALIS communication and dissemination activities.

Finally, section 5, gives a detailed description of the already performed and planned activities in the context of the COREALIS project.

1.5 Definitions

Communication and dissemination can be considered as the different sides of the same coin. The boundaries between some of their activities are often blurry and sometimes can create confusion. More specifically, certain tools and activities (e.g. a magazine article that is published for communication purposes can trigger the interest of potential stakeholders in using the presented project outcomes and thus it has automatically become a dissemination tool) can oscillate between communication and dissemination, depending on the target audience and content [1]. Thus, what differentiates them are the objectives they have, their main point of focus, and the target audiences they address. In this sub-chapter, a clarification on the terminology as well as a clear distinction of their corresponding activities is given, by shedding light on their differences.

Communication refers to the project promotion, and its themes and the challenges which will be encountered. Consortium partners must undertake all means they have in their disposal to efficiently promote the action and its results, by spreading targeted information to multiple audiences (including the media and the public), in a strategic and effective way in order to achieve a two-way exchange[1]. A comprehensive communication plan should include a clear definition of its objectives, define key messages tailored to each target audience and set out an accurate roadmap of activities [2]. This standardisation will more

[1] Article 38 of COREALIS GA

effectively promote the creation of communication strategies that can be adopted easier for any situation.

Dissemination is a process utilized to enhance the impact, visibility and credibility of a project. It refers to the public disclosure of the results of the project by appropriate means[2]. Dissemination may be achieved by sharing information concerning the project and the publication of the project's findings using traditional media channels (newsletters, publications, news media coverage), and digital media (social media). Dissemination may also be achieved through the publications of projects in peer reviewed scientific journals, presentations in scientific conferences, and in industry related events.

According to the recent (2018) EC Guidance for the Social media guide for EU funded R&I projects [3], both communication and dissemination processes are mandatory and vital for H2020 projects. It is also important that results remain protected at all times. Their differences are presented in the following table 1:

Communication	**Dissemination**
*Covers the **whole project** (including results)*	*Covers project **results only***
*Starts at the **outset** of the project*	*Happens only once **results are available***
Multiple audiences *Beyond the project's own community, including the media and general public. Multiplier effect.*	***Specialist audiences*** *Groups that may use the results in their own work, including peer groups, industry, professional organisations, policymakers*
***Informing and engaging with society**, to show how it can benefit from research*	*Enabling the **take-up and use of results***
Legal reference: *Grant Agreement Article **38.1***	*Legal reference:* *Grant Agreement Article **29***

Table 1 Difference between Dissemination & Communication in H2020 projects[1]

[2] Article 29 of COREALIS GA

2. COREALIS communication strategy and Plan

2.1 Overall perspective

2.1.1. COREALIS approach to communication

The communications approach which will be followed by COREALIS project is analysed in the following five-step procedure as depicted in the figure 1 below:

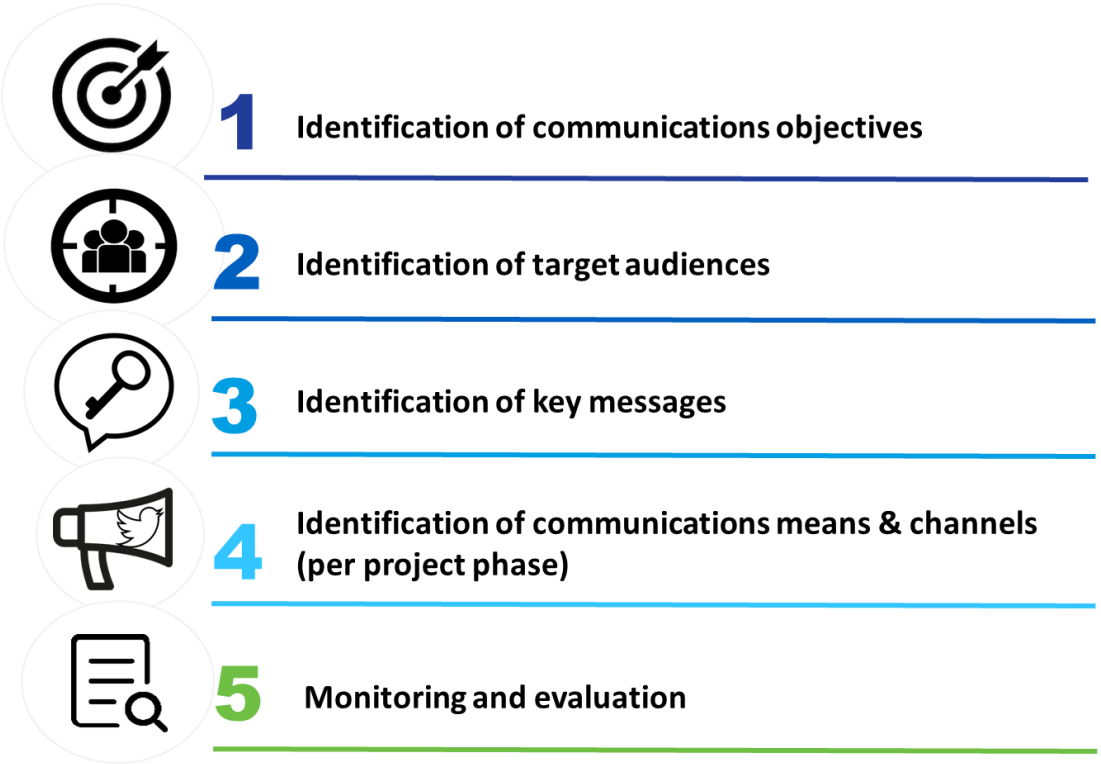

Figure 1 COREALIS communication approach

The afore-mentioned approach aims to address most of the basic elements of COREALIS communication, namely the target audiences, key messages for each target audience, communication means and channels to be used, as well as the time frame for delivering the messages. It also includes a monitoring and evaluation process as a means to ensure the efficiency of the communications strategy and allow for the smooth coordination of individual communications activities throughout the project lifetime.

The effectiveness of COREALIS communications strategy will be achieved by addressing a set of simple questions, according to the 5 Ws Lasswell's model of Communication [4], such as "Who are the key audiences?", "What do these audiences know now?", "What do we need them to know?", "What message or messages do they need to receive?" and "What is the most effective mode/media to deliver these messages?". The successful implementation of this approach will maximise the communication's impact and it will ensure the project's higher visibility to targeted audiences.

In terms of time schedule, the COREALIS project will follow a three-stage approach for the planning and implementation of its communication and dissemination activities

(Starting Phase, development phase, final phase), which will be also in line with the upcoming updates of the present strategy and plan.

During the starting phase the main focus will be given on informing the public about the project's concepts, the main objectives and the expected impact, as well as reaching out to the targeted audiences and relevant stakeholder groups. During this phase, special attention will be mainly given in spreading knowledge about the project's aims and its initial findings in order to gain maximum support from stakeholder communities, while at the same time motivating possible interested parties to actively engage.

The second phase of the project (Developing phase) will build upon the review and evaluation of the first implemented activities and, will proceed with promoting the initial project results in more tailored ways for each of the key stakeholder groups. The main focus will be concentrated on the effective communication of the already available –to date- project results and it will try to raise further awareness on project related issues, in a collaborative engaging way.

In the final phase, a major effort will be focused on the effective dissemination of the project results to the targeted audiences in a way of ensuring the long-term impact of project's final results.

In the context of this deliverable, a preliminary communications roadmap and action plan of the project planned communication and dissemination activities has been created (see Table 2 in sub-chapter 2.4). This roadmap and action plan will be further updated during the project course.

2.1.2. Key concepts and objectives

As set out in the project grant agreement, the main objectives of *WP7: Dissemination Strategy and stakeholder engagement*, that shape the targets of the COREALIS communications strategy, are summarised as follows:

- The establishment of a set of systematic channels and means for communicating the project objectives, activity, progress, impact and outcome to multiple stakeholders and to other non-technical audiences (i.e. press and general public);
- The dissemination of COREALIS technical results and the receipt of useful inputs from other scientists and relevant key expert communities, interested in the respective topics;
- The establishment, promotion and maintenance of links with the COREALIS stakeholder community identified in T1.2, with the aim to promote the familiarization, to use of innovations and to collect direct feedback on the developed system;
- The liaison with relevant R&D initiatives in order to create strong cooperation links, exchange knowledge and ensure interoperability of developed systems through Europe;

- The preparation of supportive products, including training documentation, in a form that can be understandable and accepted by potential users, towards helping the technology transfer and the provision of the necessary advices and support;

More specifically, as defined in the DoA, within COREALIS WP7 particular focus will be given to:

- Ensuring that all produced communication and dissemination activities are engaging and interesting to the specific target audiences. The communication approach is to develop key messages to attract the interested of each target audience in order to present how COREALIS technologies and proposed innovations are expected to transform the way the ports are currently operating and can increase their efficiency and optimize land-use, while being financially viable.
- Making sure that produced results have major influence on policy makers, relevant authorities, port operators, organisations and standardisation bodies and convincing them that more will be achieved for the European supply chain sector through the realisation of the COREALIS innovations, than would otherwise have been possible.
- Demonstrating how project outcomes are relevant to the everyday lives of a growing cohort of EU citizens by highlighting the environmental benefits and the minimisation of the disturbance of population in the urban area.

2.1.3. Identification of target audiences (to whom)

The identification of the audience for the COREALIS project, will be a vital part for its communication, dissemination and stakeholders' engagement activities. It starts with the port community and expands to include all stakeholders impacted by port activities and the port vicinity with the city.

COREALIS has identified, early in advance (since the proposal phase), the first targets it intends to approach. Figure 2 shows the initial list of COREALIS stakeholders community. Further to this list, COREALIS, in the context of Task 1.2 activities, has proceeded to the identification and classification of the stakeholders that constitute the ecosystem of a smart ort and its surrounding space.

Through the establishment of strong links, COREALIS will ensure the mass adoption of its innovations.

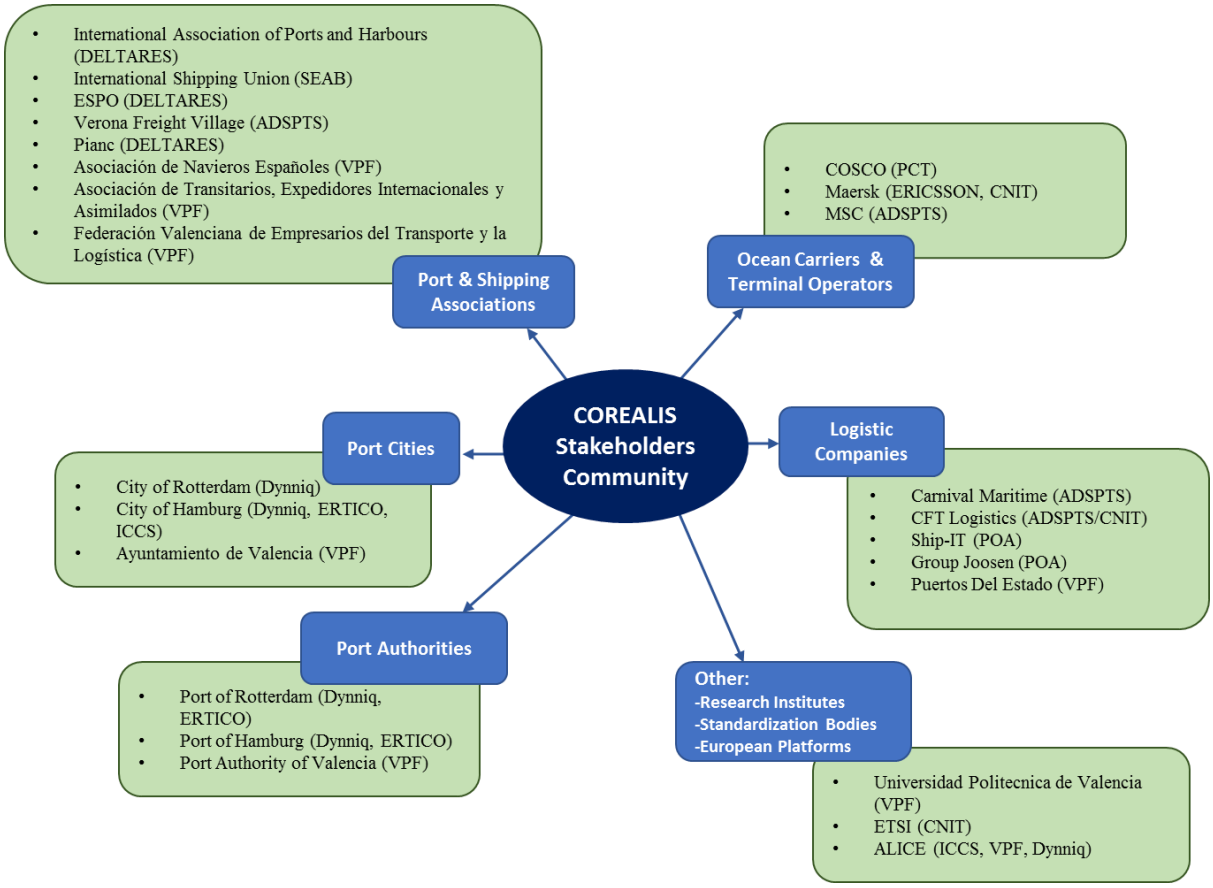

Figure 2 COREALIS initial list of Stakeholder Community

This initial list of target audiences will be further expanded during the course of the project, in order to include a micro level categorization of the already identified user communities, ensuring its higher representation. This categorization will be in line with the outcomes of *T1.2 Identification of the smart port-city stakeholders and COREALIS personas*. An indicative categorization may further incorporate –but is not limited to- the following user communities:

- Port operators
- Public administrations (ministries, traffic management authorities and urban planners, customs and coast guard authorities)
- Shipping and trucking company managers
- Freight operators/forwarders
- Nautical service operators
- Rail operators
- Barges operators
- Port user communities
- Truck drivers
- ICT service / content providers
- Policy makers
- European citizens/General public

Starting from a list of over 2000 GDPR contacts[3] from its database of transport and logistics actors, ERTICO has developed a shorter list of more specific port related stakeholders (around 200) focusing on the ports that are associated with COREALIS Living Labs. These contacts have been classified in 3 levels of stakeholders as shown in the figure 3 below. From the figure, it is shown that a number of different sectors are represented. These contacts will be used for the purposes of local dissemination linked to specific activities of the Living Labs such as the final trainings that will be organised at the end of the project in each of the 5 Living Labs. The five training seminars are planned to take place in conjunction with the LL final interaction, having as a main aim to familiarise target stakeholders with the actual operation of the developed systems, to collect their feedback and to secure buy in of the solution. An indicative content of the training seminars has been already defined and it is given in Annex A of the current document.

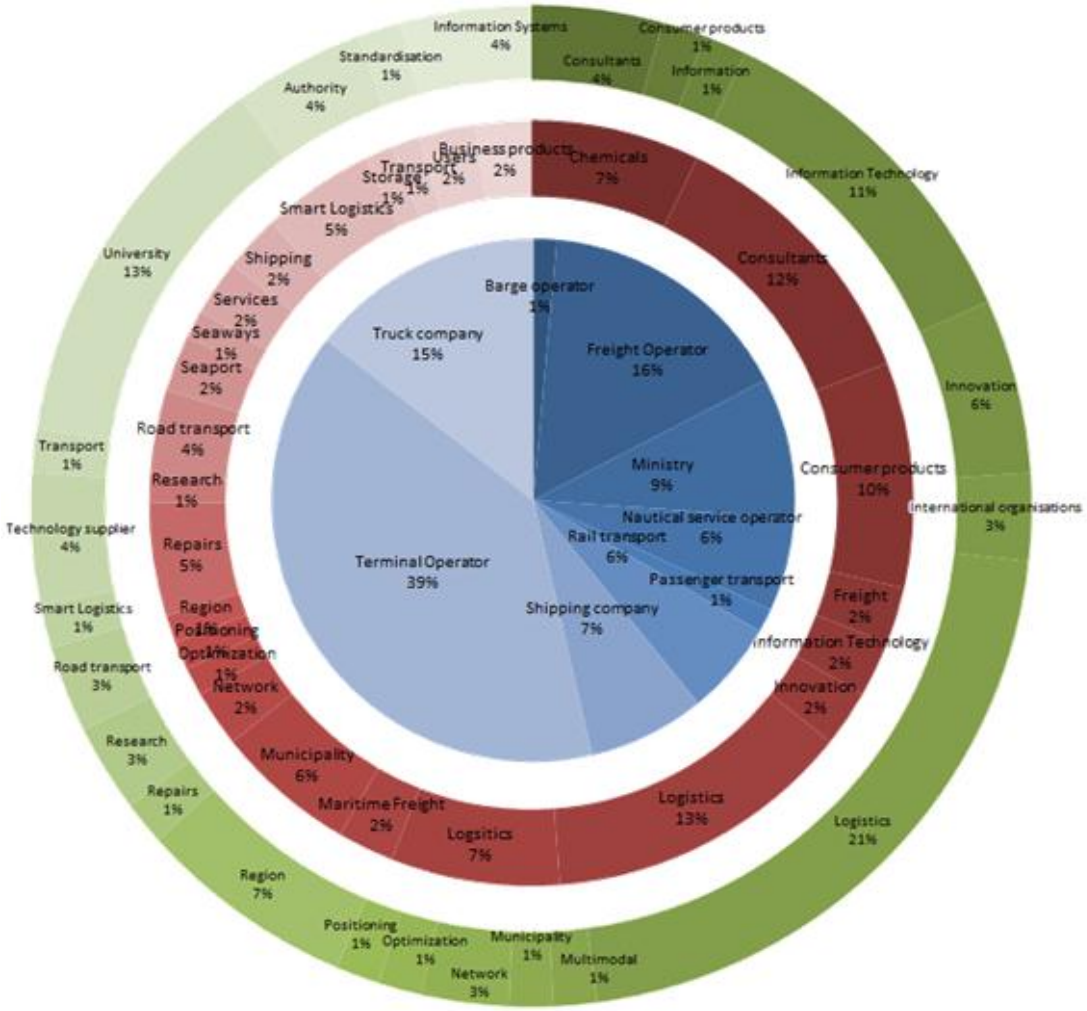

Figure 3 COREALIS levels of stakeholders

[3] The guidelines stemmed from the General Data Protection Regulation (EU) 2016/679 ("GDPR"), which became enforceable in May 2018, have been taken into consideration in the formation of the aforementioned mailing lists.

Different communication activities will target the different audiences. The list is currently being expanded with new contacts and it will grow during the project introducing other European ports and related stakeholders as well. The methods used to collect and classify the contacts for this list were the snowballing method originating from the COREALIS ports' webpages, manual scanning of the area using online maps with filters for different registered companies in the vicinity of the port and direct search aimed at localising the specific service or part of the process that was missing in the list.

2.1.4. Identification of the communication content (what)

The objective of the Communication strategy is to ensure that the project **outcomes** and **benefits** are communicated in an effective way to all target audiences.

Outcomes

Concerning the outcomes of the project, there is a clear identification of the 8 Innovations and Components that will be developed and tested in the Living Labs.

The 8 innovations are the following:

- The *COREALIS Green Truck Initiative*, that implements:
  i) *A dynamic Truck Appointment System* aiming to coordinate and optimise the arrival of trucks according to the city traffic, terminal and other operations in the port area, so that queues, waiting times and congestion are minimised
  ii) *The Marketplace and chassis brokerage platform* allowing online booking of port equipment and services
- The *COREALIS PORTMOD*, aiming to increase operational efficiency, safety for personnel, emission analysis and improved data sharing by modelling and optimizing cargo and data flows within a port
- The *COREALIS RTPORT*, that implements a system for real time control of port operations over a 5G network
- The *COREALIS Predictor*, for a dynamic and optimized port asset management.
- The *COREALIS Cargo Flow Optimizer*, aiming to facilitate the port managers and urban planners in their infrastructure investment planning by optimizing cargo flows across all transport modes
- The *COREALIS Port of the Future Serious Game*, aiming to assess the feasibility and sustainability of the socio-economic and environmental development of a port within the surrounding coastal and urban area.
- The *COREALIS Green Cookbook*, aiming to help ports to lower their environmental footprint, assess their energy profiles and move to cleaner transport modes and cleaner energy sources.
- The *COREALIS Innovation Incubator Scheme*, aiming to make the port the epicentre of the local industrial landscape and support the growth of local entrepreneur SMEs and start-ups.

The list and short description of COREALIS innovations have been developed starting from the Description of Work and has been updated in the first months of the project. Innovations are the core concept for all communication material such as leaflet, website and

presentations. The way to communicate about Innovations will evolve during the course of the project based on the development and test in the different Living Labs. It will be important to communicate about the technical solutions developed and also about the way these Innovations will be implemented. The project has defined a roadmap for its communication activities, by distinguishing three phases according to the process of the developments and the availability of tangible outcomes from its research activities. The roadmap for communication is described in 2.4.

Benefits

Along with the design, development, test and validation of project outputs, the consortium will collect information about the impact of the Innovations. In particular, our goal will be to communicate tangible benefits for the enlarged port stakeholder community (considering also cities and transport operators). The development of communication material related to benefits of the solutions will be done in WP7 and WP8 where the business modelling and stakeholder engagement elements will be defined.

2.1.5. Engagement Plan (how)

To ensure the successful fulfilment of its objectives, COREALIS will follow a two-pronged impact creation approach in the framework of WP7:

- Create a strong engagement with the COREALIS Stakeholder Community by tailoring key messages for each target audience, with basic aim to achieve users' awareness and thus secure COREALIS acceptance, continuity and wide market penetration.
- Establish the appropriate communication channels with the external world to efficiently publish COREALIS results & outcomes and create wide awareness on the project's evolution and impact.

2.1.5.1 Key messages

The following table 2, provides the already defined COREALIS target audiences and associates each audience with tailored key message that the project will seek to convey. Key messages will be kept updated during the project runtime to accommodate the needs of the corresponding key audience.

Key audience	Key message
All stakeholders	- COREALIS will assist ports and their stakeholders in meeting the challenges associated with achieving sustainability, reducing traffic congestion and eliminating inefficiencies. - COREALIS will use IoT technology to prioritize and tackle the current and future challenges for ports.
Port authorities	- Through the application of IoT and disruptive technologies, COREALIS will assist ports in complying with the increasingly

	stricter environmental legislation, towards creating a sustainable footprint. - COREALIS will foster the adaptation of financially viable innovations and encourage more streamlined work processes, particularly for those ports with limited investment funds available. - COREALIS through innovation will create financially viable solutions to meet European sustainable and environmental objectives.
Port cities	- COREALIS will foster a sustainable land-use strategy, in and around ports, towards to new, service- based, management models. - COREALIS will result in a reduced environmental footprint, through the reduction of traffic and congestion. - COREALIS – less traffic, a better port, a better city. - COREALIS will make balanced environmental, social and economic choices in the future of port development, towards a collaborative port-city policy making strategy using PoFSG.
Port and shipping associations	- COREALIS is a real opportunity to optimize the processes at the heart of ports, improving capacity management and creating a more sustainable future for the sector.
Ocean carriers and terminal operators	- COREALIS will reduce the limitations and optimize current and future cooperation with ocean carriers and terminal operators. - COREALIS will streamline processes for a smoother transition in all aspects of port life.
Logistic companies	-COREALIS will optimize the truck routing through the use of PORTMOD, leading to minimization of empty container runs and to reduction of the idle time of trucks. - COREALIS will rely on a high capacity mobile network tailored for demanding port environments (following 5G standards), for improving logistics efficiency. - COREALIS will see the creation of improved procedures that will provide the space for optimum and efficient data exchange at all levels. - COREALIS will set in motion the innovation and appropriate planning to re-think transportation networks.
Research institutes,	- COREALIS will provide the research community with a solid knowledge in the area of the Port of the Future innovations and it

Standardization bodies, European platforms	will advance the current state-of-art by achieving significant cross-research-area results. - COREALIS outcomes will assist the pioneering idea of Port of the Future and act as a reference for any relevant effort at international level.

Table 2 COREALIS key messages

2.1.5.2 Communication channels

A variety of channels will actively be used, to effectively flow COREALIS information, create awareness and reach out to the targeted audiences, by taking into consideration the specific characteristics and needs of each targeted group. The following indicative list of proposed communication channels shows the already defined means of transmitting the information produced within COREALIS project. This list is subject to further updates during the project lifetime and base on its emerging needs:

- Project website (backbone of all communication activities)
- Media (press)
- Online media (online newspapers, magazines etc.)
- Printed material (fact-sheet, posters, brochures, roll-up)
- Press releases
- Social media (Twitter, LinkedIn, YouTube)- They have been developed and used in line with EC guidelines [3]
- Physical meetings
- Conferences, exhibitions, workshops, focus groups, training seminars and other events
- COREALIS final event (as an International Conference)

2.1.5.3 COREALIS brand identity

The COREALIS brand identity consists of a manual/guide that provides a thorough description of its visual and verbal elements. This set of guidelines reflects COREALIS's commitment to quality, consistence and style. The COREALIS logo guidelines must be followed throughout the project runtime, to achieve the desirable uniformity and integrity of its identity and to the awareness and recognition for its brand.

The aforementioned guidelines serve also as a useful toolkit for the production of branded items for COREALIS as well as for the design of its dissemination and communication material.

A consistent and coherent visual identity has been developed for COREALIS (as part of the *D7.4 'Initial Set of COREALIS communication Tools'*, including a logo along with its variations, a template for project deliverables, a template for project PowerPoint presentations, a fact-sheet, a leaflet, a brochure and a roll-up banner. A project press release has also been created during the first project stages. Additional communication material (e.g. video, e-newsletter, general news and specialised articles) will also be created in a later stage of the project to include some more detailed technical information (such as living lab outcomes).

2.2 Communication roadmap and preliminary action plan

The project has defined a roadmap for its communication activities, by distinguishing three stages (refer also to sub-chapter 2.1) according to the process of the developments and the availability of tangible outcomes from its research activities. In each phase appropriate dissemination activities and channels are selected through which the respective messages and information will be communicated, and the available project outcomes will be transmitted to the target audiences.

In the starting phase, project's concept, approach, main objectives and expected impact will be disseminated until results become available. In the development phase, communication, dissemination and stakeholder engagement activities will focus on the project's work, initial results and findings. Finally, in the final phase, the aim is to disseminate the final project's results and to maximize the project's impact.

The activities planned, and the respective channels selected per phase are thoroughly descripted in the following table 3.

Project phase	Description	Activities	Channels
Starting phase	In the initial phase of the project, the communication activities will aim on raising **awareness** and providing general **information** to the broad public and stakeholders about the project's concept, approach, main objectives and expected impact.	• Creation of **brand identity** (project logo, brand story with guidelines, illustrations and graphics, templates, fact-sheet) • Production of first version of the **communication kit** (leaflet, posters, roll-up banners) and video • Creation of project **website** and constant content update • Set up of **social media** channels and continuous networking • Publication of media **articles** to printed and online broad media • Publication of **press releases** • **Establishing Liaison** and **networking** activities with related projects, ports and logistics associations and **events organisation** (demonstrations, training events in each Living Lab, clusters sessions) as well as **engaging activities** with stakeholder community • Establishing **twinning activities** with a relevant project funded by the US Department of Transportation (USDOT)	**Website** **Social media** **Press** **Meetings**, **workshops** and other **events**

		• Participation in **conferences**, **workshops** and other **events**	
Development Phase	In this phase, the communication activities will focus on **communication** and **dissemination** of the project work, initial **results and findings, aiming to** raise awareness on the developments and challenges and create interest so as to collect the required feedback.	• **Website** and **social media** updates regarding project news and events, deliverables, publications and results • **Communication kit first update** • Presentations of project results in **conferences** and other **events** • Publication of media **articles** to printed and online broad media • Peer reviewed **publications** in conference proceedings and scientific journals • Publication of **press releases** • **Continuing the Liaison** and **twinning** activities • **Preparation of E-newsletter**	**Website** **Social media** **Press** **Meetings**, **workshops** and other **events** **Journal papers** **Conferences presentations**
Final phase	In the final phase of the project, a major effort will be made in effectively disseminating the final project's **results** to the target audiences to maximize the exploitation and future use of the outcomes.	• **Website** and **social media updates** regarding project news and events, deliverables, publications and results • **Communication kit second update** • Production of the **second version of the video** • Presentations of project results in **conferences** and other **events** • Publication of media **articles** to printed and online broad media • Peer reviewed **publications** in conference proceedings and scientific journals • Publication of **press releases** • **Continuing the Liaison** and **twinning** activities • **Preparation of E-newsletters** Organisation of the **final event/conference** and **demonstrations**	**Website** **Social media** Press Meetings, workshops and other events **Journal papers** **Conferences presentations** **Final event** and **demonstrations**

Table 3 COREALIS communications roadmap and preliminary action plan

2.3 Partner's roles and efforts

SEAB is the WP7 'Dissemination Strategy and Stakeholder engagement' leader and responsible for managing and supervising the effort/work conducted in the context of WP7. In light of the above, SEAB, as Dissemination Manager (DM), is continuously engaging with all project partners to ensure that the communication and dissemination activities of the project are effective and impactful and the defined KPIs are met. Being also in close cooperation with the Project Coordinator (ICCS), SEAB aims to achieve the best communication of the project vision, objectives and outcomes.

WP7 structure includes the following tasks (table 4) along with the corresponding assignments as well as the WP7 milestones (table 5), as derived from COREALIS GA:

Description	Leader	Contributors	Due Date
T.7.1: COREALIS Brand Identity & Communication Strategy	SEAB	ICCS,ERTICO	
D.7.1: Initial communication strategy Plan	SEAB		M6
D.7.2: Interim communication strategy Plan			M18
D.7.3: Final communication strategy Plan			M32
T.7.2: High Impact Communication activities	SEAB	All partners	
D.7.4: Initial set of COREALIS Communication Tools	SEAB		M3
D.7.5: Final set of COREALIS Communication Tools			M18
T.7.3: Scientific dissemination & participation to Open Research Data Pilot	VTT	Deltares, ICCS, VPF,NEC,CNIT	
D.7.7: Conclusion report of scientific COREALIS contributions	VTT		M18
T.7.4: COREALIS Liaison with other projects, ports and logistics associations and events organization	ERTICO	SEAB, PCT, ICCS	
D.7.6: COREALIS networking and cross fertilization activities	ERTICO		M32
T.7.5 Twinning activities	ICCS		

Table 4 COREALIS Tasks and responsible partners

Milestone Number	Milestone Title	Lead Beneficiary	Due Date	Means of verification
MS15	COREALIS website	SEAB	M3	Website launched
MS16	COREALIS communication Kit first version	SEAB	M3	First project poster and brochure ready for focus groups
MS17	COREALSI Final event organized	SEAB	M30	Final event Organized

Table 5 COREALIS WP7 Milestones

It goes without saying, that a successful, impactful, effective and efficient dissemination and communication procedure, requires the continuous commitment and contribution of all project partners. Thus, the allocated effort in PMs is given in the table 6 below:

Partner's short name	ICCS	PCT	SEAB	SEAB CY	ERTCO	VPF	VTT	Deltares	NEC	SGS	DYNNIQ	POA	CNIT	AdSPTS	Marlo	Steveco
WP7 effort	**7.50**	**2.00**	**12.50**	**2.50**	**3.50**	**1.50**	**2.00**	**2.00**	**1.00**	**1.00**	**0.50**	**1.00**	**2.00**	**1.00**	**0.50**	**1.00**
Total	**41.50**															

Table 6 COREALIS WP7 effort per partner

2.4 Communication & Dissemination Procedures

The dissemination procedures include guidelines and set out the main steps to be followed by partners for the publication or presentation of the work done within the framework of the COREALIS project. The full description of the communication/dissemination procedures for COREALIS is available through the common online collaborative tool (Redmine) and also in Annex B of the present document.
The basic objectives of the aforementioned procedures are to:

- Produce high quality COREALIS publications and presentations;
- Avoid overlaps and possible disclosure of restricted or confidential information;
- Monitoring and record the dissemination activities of the project in a sufficient way.

Step by step procedure is described below:

1. **At least two weeks before** the publisher's or organizer's deadline for submitting a research paper, proposal for presentation or performance of any other communication/dissemination activity (including workshop or special event organization) related to COREALIS project, the initiator of the dissemination activity:
    - Provides some general information (type of activity, provisional title, short summary, date and place of meeting, etc) on the dissemination activities he/she intends to participate by filling the required fields in the dissemination request form, available at the Wiki page of COREALIS Redmine (see Annex B).
    - Stores the material (abstract, draft paper, poster, presentation etc.) to the respective folder on Redmine.
    - Submits the dissemination request allowing for minimum two weeks before submission deadline, by email to the WP7 leader (SEAB)
2. The WP7 Leader sends the request within 2 days to the Coordinator/Executive Board (EB) for approval, modification, or rejection;
3. **Coordinator/EB** decision send to the WP7 Leader within **five working days**; If no answer is received due to the set deadline it is taken as an approval;

4. **WP7 Leader** informs initiator of the dissemination activity along with the involved partner(s) about the decision.
5. Within **ten working days** after the realisation of the approved dissemination activity, the initiator should provide the WP7 Leader (SEAB) with the filled in dissemination report and the presented material (final paper, presentation, poster etc.) along with some photo material. The dissemination activities report form is stored in the respective folder on Redmine.

3. COREALIS collaboration and clustering strategic Plan

The Horizon 2020 call (H2020-MG-2016-2017, Topic: MG-7-3-2017) retained four proposals for funding under the topic The Port of the future. The scope of this call was towards implementing new port concepts, new management models, innovative design, engineering, construction and operation technologies solutions for full customer, stakeholder and citizen satisfaction. The four proposals retained for funding under the topic MG-7-3-2017) were DocksTheFuture (CSA), COREALIS (RIA), PIXEL (RIA) and PortForward (RIA).

In line with the European Union's strategy to identify relevant projects and establish links with them, the four projects, hereafter referred to as Ports of The Future Projects, have engaged in collaborative work.

3.1 Objectives

The Ports of The Future Projects Clustering of Activities Mechanism is guided by the following objectives:

- Engage in collaborative work in order to maximise the impact of the communication and dissemination of results amongst the relevant stakeholders;
- Exchange technical information between the four leading to a stronger, more accurate vision of the Ports of The Future in 2030;
- Contribute to the dissemination of top-level, high-quality EU funding programmes and support European Research and Innovation Actions;
- To fulfil the European Commission’s expectation of an integrated collaborative approach between the four projects, namely, the approved CSA (DocksTheFuture) and RIAs (COREALIS, Pixel and PortForward).

3.2 Cluster projects

3.2.1 DocksTheFuture CSA

DocksTheFuture aims to define the Port of the Future, which should face challenges related to simplification and digitalisation of processes, dredging, emission reduction, energy transition, electrification, smart grids, port-city interface and the use of renewable energy management.

In particular, DocksTheFuture:

- Refines and tunes 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 PortForward, PIXEL and Corealis projects

- Identifies appropriate KPIs ("Key Performance Indicators") and relevant monitoring and evaluation of action results
- Leads to the "Port of the Future Road Map for 2030" that includes a number of 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".

More info: https://www.docksthefuture.eu/

3.2.2: COREALIS - Capacity with a pOsitive enviRonmEntal and societAL footprInt: portS in the future era

COREALIS brings together a complementary consortium composed of 17 partners, from 9 European and associated countries, ranging from very large and medium ports, to top-level research institutes, ITS associations and well-established industrial partners and SMEs. The COREALIS Project started in May 2018, and it will run for 36 months and whilst being coordinated by The Institute of Communication and Computer Systems (ICCS).

COREALIS is developing an innovative framework for assisting cargo ports in handling their upcoming and future capacity, traffic, efficiency and environmental challenges. It is benefitting from disruptive technologies, including Internet of Things (IoT), data analytics, next generation traffic management and emerging 5G networks.

COREALIS is proposing beyond state of the art, financially viable innovations for future ports. These will optimise the port land use and port operations towards circular economy aspects, thus requiring in this way minimum infrastructure upgrades. The innovations will be implemented and tested in real operating conditions in 5 Living Labs (Piraeus, Valencia, Antwerp, Livorno and Haminakotka ports) and are briefly named below:

- The COREALIS Green Truck Initiative, that implements
  - A dynamic Truck Appointment System aiming to coordinate and optimise the arrival of trucks according to the city traffic, terminal and other operations in the port area, so that queues, waiting times and congestion are minimised
  - The Marketplace and chassis brokerage platform allowing online booking of port equipment and services
- The COREALIS PORTMOD, aiming to increase operational efficiency, treaty for personnel, emission analysis and improved data sharing by modelling and optimizing cargo and data flows within a port
- The COREALIS RTPORT, that implements a system for real time control of port operations over a 5G network
- The COREALIS Predictor for a dynamic and optimized port asset management.
- The COREALIS Cargo Flow Optimizer, aiming to facilitate the port managers and urban planners in their infrastructure investment planning by optimizing cargo flows across all transport modes
- The COREALIS Port of the Future Serious Game, aiming to assess the feasibility and sustainability of the socio-economic and environmental development of a port within the surrounding coastal and urban area.

- The COREALIS Green Cookbook, aiming to help ports to lower their environmental footprint, assess their energy profiles and move to cleaner transport modes and cleaner energy sources.
- The COREALIS Innovation Incubator Scheme, aiming to make the port the epicentre of the local industrial landscape and support the growth of local entrepreneur SMEs and startups.

The proposed framework is expected to improve significantly the terminal operations efficiency and reduce operational port costs such as congestion, waiting and idle times. Furthermore, it aims to minimise the environmental footprint by reducing congestion around the ports and CO_2 emissions of ports to the city. Finally, the proposed framework fosters sustainable growth for ports by decreasing the disturbance to local communities while at the same time establishing efficient connections with the hinterland transport network and green-transport modes.

More info: https://www.corealis.eu/

3.2.3 PIXEL - Port IoT for Environmental Leverage

PIXEL is the first modular solution combining strong methodology and smart technology for small and medium port ecosystems enabling optimization of operations through IoT while reducing environmental impact. PIXEL proposes a new conceptual and technology development relying on information sharing and IoT to achieve those objectives and ambitions. Pillars established include:

- Enhancing the acquisition, processing and communication of operational data to be potentially gathered and leveraged for optimising multi-modal-ports activities;
- Need of decreasing ports' environmental impacts;
- Enabling small and medium size ports to contend with the larger ones achieving flexible operations, better capacity management and empowering port-city relation by adequate technology enablers.

Built on top of the state-of-the art interoperability technologies, PIXEL will centralise data from the different information silos where internal and external stakeholders store their operational information. PIXEL leverages an IoT based communication infrastructure to voluntarily exchange data among ports and stakeholders to achieve an efficient use of resources in ports by the following points:

- Close the gap between small and large ports by providing an easy-to-use open source smart platform for operational data interchange;
- Migrate from document-centric management systems to data-centric interoperable systems;
- Reduce environmental impact in Port Cities and surrounding areas by improving the knowledge and control of the port operations, optimizing processes and improving management;
- Focused on small-medium ports innovation;
- Improve the energy efficiency of the ports, promote the use of clean energies, improve logistics processes, increase the environmental awareness of all the

stakeholders involved and, in general, contribute to reduce the carbon footprint and the environmental impact of the ports and port-related activities.

More info: http://pixel-ports.eu/

3.2.4 PortForward- Towards a green and sustainable ecosystem for the EU Port of the Future

The Port of the Future must be oriented to port community and have an operative strategic capability to work, in line with European purposes, on the following:

- Smart, employing ICT solutions to improve information flows between ports and port communities;
- Interconnected, combining different modes of transport and integrating different technologies to better monitor and control freight flows;
- Green, adopting green technologies to reduce the environmental impacts of port operations and save resources.
- PortForward proposes a holistic approach that will lead to a smarter, greener and more sustainable port ecosystem. It addresses the following port needs and challenges:
  - Lack of efficiency in operations with heterogeneous freights (roll-on/roll-off cargo, containers).
  - Need for real time monitoring of freight flows with end-to-end track-and-trace solutions to optimize port activities.
  - Need for remote monitoring and management of important port operations, such as maintenance scheduling, cargo and passenger traffic, especially for short sea shipping cases.
  - Interconnection with hinterland transportation with special focus on inland waterways.
  - Interface with the surrounding urban environment.
  - Experience sharing and transferability to other intermodal transport hubs.
  - Environmental impact reduction using green technologies and energy saving solutions.

To do that PortForward uses state of the art Technologies:

- An IoT concept for port assets (infrastructure, vehicles, cargo, people and processes)
- Sensor deployment using equipment such as cameras and multi-modal tracking devices.
- Interconnection into one seamless, versatile and secure IoT network
- Remote management and intelligent maintenance tool
- Virtual Port tool embedded in the PortForward Dashboard providing centralized control and alternative visualisations
- Novel smart logistics platform with a decision support system (DSS)
- Environmental and energy monitoring/ optimisation system using the novel concept of Green Yard Scheduling
- Augmented reality (AR) for pilot assistance and remote assistance to workers/operators

- The socio-economic analysis of the port interface with its surrounding area and the port-city, as well as the rest of the logistics value chain.

The project is targeting to implement our solutions in 5 European ports and port complexes.

More info: http://www.portforward-project.eu/

3.3 Clustering Strategy

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 development of Port Cities (..)*" [5] the four aforementioned projects, Ports of The Future Projects, have engaged in collaborative work.

Internal Meetings

Having realised the challenging, demanding and up-to-date actions required for the formation of a successful Port of The Future cluster, The Ports of The Future Projects have established that a two-monthly conference call, in order to align and fine-tune the strategy, to assess the state of play of the deployment of the communication & dissemination strategy and the effective stakeholder engagement, to plan forthcoming activities and to make decisions, is deemed necessary. Meetings are organised via conference calls, but whenever it is possible the projects will meet face-to-face, for instance, taking advantage of events in which representatives from each project are present.

Relative Documents

A document providing an overview of the Ports of The Future Projects has been already been produced and it is available at: https://www.docksthefuture.eu/clustering-activities-communication-dissemination-integrated-strategy/. This document describes the integrated overview of the four projects, their common goals, their added value and will serve as a complete document presenting the cluster whilst serving a two-fold purpose: a) for common participation in events and b) for establishing contacts with the stakeholder community (i.e. ALICE, Waterborne…).

Social Media & Cross Promotion

The Ports of The Future Projects agreed to start deploying an integrated Social Media action since their initiation, allowing for cross-promotion. The following decisions have been made and are currently being implemented:

- The use of common hashtags in social media. The common hashtag for clustering activities is *#PortsoftheFuture*;

- The projects will mention and tag each other in relevant posts and they will also share each other's' posts;
- All projects have a tab on their website, named Port of the Future Network, where a short description, logo and link to the other projects is provided.

Events & Conferences/Sharing of Information & Results

As one of the most effective strategies to directly reach the target audiences and to endow the Port of the Future Projects with higher visibility/impact, is to engage them directly either through presentations, booths and visits to international conferences or by the organisation of project related events. Therefore, The port of The Future projects have proceeded with creating a common list of events for the four projects which will be updated regularly. The list includes European and international events and conferences but also foreseen dates of internal meetings of each project and/or foreseen workshops.

It is also envisioned that the projects will have common booths in events to maximise their visibility and the communication budget. This will allow the Ports of The Future Projects to be presented as a network and to answer to the European Commission's expectations. In this context, joint activities will be organized, such as special sessions in relevant congresses. For example, following the initiative of a Special Interest Session on the Port of the Future held at the ITS World Congress 2018 in Copenhagen, ERTICO is organizing a Special Interest Session in cooperation with DocksTheFuture and the RIA projects at the ITS World Congress 2019 in Singapore.

The cross-fertilisation between the Ports of The Future Projects is already under way, namely through the common participation in the following events:

- *New Global Routes: One Belt Road Initiative*, 6th of November, in Athens, Greece: event organised between ICCS (the coordinator of COREALIS) and ALICE – Alliance for Logistics Innovation through Collaboration in Europe: the other projects have been invited to participate in the poster presentation;
- *DocksTheFuture Workshops with Experts*, taking place on the 29th – 30th of October, in the Port of Leixões, Portugal: The objective is to conduct a series of specialised workshops (per topic) in order to discuss the preliminary results of Work Package 1 – Port of The Future: definition of the concept. The other projects have been invited to participate in one of the workshops.

Interaction with the European Technology Platforms and other stakeholders

Having taken into consideration that each project has already foreseen particular interactions with specific stakeholders of relevance but also considering the necessity of a collaborative approach, the Ports of The Future Projects have joint forces to foster a close relationship with European Technology Platforms (ETPs) and other stakeholder communities.

In this sense, initial steps have been made to set up a collaboration mechanism between the Ports of the Future Projects and ALICE towards the provision of information related to

project descriptions, as well as of joint produced documentation (such as the *Clustering Activities Communication & Dissemination Integrated Strategy*) and common event participation.

The Ports of The Future Projects intend to adopt a similar strategy with other ETPs and other stakeholders (i.e. Waterborne).

4. Evaluation and monitoring of activities

4.1 Communication and dissemination KPIs

Measurable targets for dissemination activities have been set in order to ensure that the desired impact is achieved. Table 7 describes the planned COREALIS Communication activities to be performed in the different project phases and KPIs expected from the relevant activities.

Dissemination activities KPIs		
Activity	**Description**	**Expected result**
Creation of a recognisable brand identity	Brand development: To ensure the impact of COREALIS a coherent professional and widely recognisable visual identity will be developed to showcase the project idea and concept in a clear and attractive way. The core element of the brand will be the COREALIS logo. A brand story and identity will be produced that will underpin all creative communications. A memorable tagline will be developed to accompany the logo in order to contribute to brand association.	
KPI	*1 project logo, brand guidelines, COREALIS templates, illustrations and graphics.*	
Dedicated website	Launch, maintenance of COREALIS website. The basic objective is to create an easily accessible public platform for dissemination of public results (deliverables, open access publications, presentations, newsletters). Interactivity and steadily growing content will attract attention.	
KPI	*1 public website;*	*More than 600 unique visitors by M32*
Social media channels	Activities will focus in the use of social media for reaching related business communities but also the general public frequently and cost-efficiently, and to strengthen the COREALIS Stakeholders' Community. Key messages and achievements will be also communicated through the already active social media sites of the partners and the H2020 related social media accounts.	
KPI	*Active LinkedIn, Facebook and Twitter accounts posting news in a regular (weekly) base. Number of members per account the 1st year; and in M32. Number of announcements per partner in individual social media accounts; Number of announcements in H2020 social media sites.*	*At least 300 members per social account the 1st year; at least 1000 members in M32. At least 4 announcements per partner in individual social media accounts; at least 6 announcements in H2020 social media sites*
Participation in Conferences and events	COREALIS will be presented and developed technologies will be demonstrated in relevant conferences and other events. Partners' effort will also focus on the organisation of special sessions and other project events in the framework of in well-known ITS and logistics events. Developed	

	solutions will be demonstrated at related exhibitions and fairs.	
KPI	*Number of participations and presentations in total; Number of special sessions; Number of stands and/or demonstrations;*	*At least 15/year and 60 presentations in total; 3 special sessions; 2 stands and/or demonstrations;*
Peer-reviewed publications	An effort to publish peer-reviewed scientific papers in highly rated scientific journals and conferences will be made. This task will be performed mostly by the research partners; publications will cover all innovations; effort will be made to secure Open Access (OA) to all interested persons, mainly through the project website but also through respective OA repositories as OpenAIRE.	
KPI	*Number of project papers in conference proceedings; Number of publications in re-known scientific journals;*	*At least 25 project papers in conference proceedings; 8 publications in re-known scientific journals;*
Mass Media & Press	The power of Mass Media nowadays is significant; the consortium intends to exploit any available opportunity to reach the wider public. Every effort will be made towards the publication of interesting news and achievements to the Mass Media such as TV, newspapers, online news portals etc. Partners will use every available local, national and European press contact they have to communicate their work and achievements within COREALIS by issuing individual press releases.	
KPI	*Number of media articles in popular and/or specialised media; Number of interviews in Radio and/or TV;*	*30 media articles in popular and/or specialised media; At least 1 interview in Radio and/or TV*
Use of EU dissemination networks & tools	COREALIS consortium will seek every opportunity, always in close collaboration with the EC R&D personnel, to diffuse the project vision and results through various means offered by the EU i.e. Horizon Magazine, research*eu results magazine, EuroNews TV etc. Partners will investigate possibilities to participate at EU conferences and public events, TRA, Open Door Days etc.	
KPI	*Number of publications in EC communication tools; Number of Participations in EU events;*	*At least 4 publications in EC communication tools; More than 10 participations in EU events per year;*
COREALIS Networking/ Engagement activities	Establishment of COREALIS Stakeholders' Community. Create links with its members through LLs demonstrations and dedicated training sessions to present project solutions and collect feedback. Networking with R&D projects ensuring knowledge transfer and related organisations/ associations, fora, technical committees to promote COREALIS advances and collect feedback.	
KPI	*Number of engaged members of the Stakeholders*	*Engagement of at least 50*

	Community; Number of stakeholders contacted during the project; Number of established links with R&D projects and associations, fora, technical committees.	*members of the Stakeholders Community; at least 100 stakeholders contacted during the project; establish links with 10 R&D projects and 10 associations, fora, technical committees.*
Communication activities KPIs		
Communication kit	A COREALIS brochure and posters will be produced based on the COREALIS brand. This material will be distributed at congresses, workshops, exhibitions, fairs and other events. E-Newsletter issues will be issued around major milestones. A video will be created to visualise basic results	
KPI	*2 brochures, 3 posters, 5 Roll-up banners, 1 final video, 4 e-Newsletter issues.*	*Dissemination in more than 15 European Events per year*
Project Events	To achieve wide communication of activities and benefits to end-users and local population 1 demonstration/training event will be held in each COREALIS LL. A final event and international conference will be held at M30 to disseminate final outcomes and demonstrate developed technologies. Clustering sessions with other projects will be organised in consortium meetings.	
KPI	*Number of demonstration/training events in each LL; intl. conference; Clusters sessions at a yearly base.*	*5 demonstration/training events in each LL; 1 intl. conference; 1 Cluster session at a yearly base*

Table 7 List of Dissemination and Communication KPIs

4.2 Risk Management and compliance

In COREALIS, risks are considered as an integral part of the workplan. The complexity of the problem at hand and the trans-disciplinary nature of the consortium add to the number of risky aspects that may cause issues in the project execution lifecycle.

Although quality and risk management falls into the scope of D.9.2: Risk and quality procedures manual, there are some elements specifically related to risks in communications, where their level of importance is considered fundamental for the successful implantation of COREALIS communication Strategy and Plan. These issues are expected to be tackled a priori by exploiting the accumulated project implementation experience of partners and by applying a well laid-out management scheme. A list of communication risks can be found in Table 8, along with respective mitigation measures.

WP	Description of Risk	Risk-Mitigation measures	P	D[4]
7	Low involvement of external to the consortium stakeholders in focus groups and creation of scenarios	Brand identity, social media, basic communication kit (project website, poster, leaflet, press releases) created prior to WP1 focus groups, CAB to be invited (resources foreseen in coordinator budget); LL leaders have good liaisons and letters of support of several local actors	M	M
7	Low outreach of COREALIS communication channels and low relevance to the specifics of the target audiences	Communication strategy and plan will be developed early (M06) and constantly evaluated (M18, M32) so as to assure that all developed channels and means are relevant to the specifics of the target audiences; specific KPIs have been provisioned for monitoring the success of the strategy. Statistics on the use of the COREALIS webpage and social media accounts will be reviewed periodically to monitor visitors' flow and increase the diffusion in time	L	H
7	Low participation at the COREALIS demonstration events and training activities	All communication channels will be used to broaden the number of stakeholders involved in COREALIS activities. Substantial effort will be given in engaging as many members of the stakeholder's community as possible, towards their participation in COREALIS focus groups, demonstrations and training activities; Partners are committed to share information about COREALIS events through their individual channels and invite their colleagues to attend.	L	M
7	Exploitation plan for COREALIS results and respective roadmap not viable	During the proposal phase key stakeholders have been identified and engaged to ensure a port-led business partnership. This activity will continue during the project phase to ensure realistic and sustainable business and exploitations plans for all key parties.	L	H

Table 8 COREALIS communication identified risks

There is also a need to be prepared for unexpected events. One such event could be publishing in a high-ranking journal which may call for an instant reaction from the COREALIS consortium. Here, again, all partners need to keep up-to-date, follow turns of event and notify the relevant members of the consortium.

As stated in the GA (Art. 38), any communication activity that is expected to have a major media impact (i.e. media coverage (online and printed press, broadcast media, social media, etc.) that will go beyond having a local impact and which could have the potential for national and international outreach) must be first notified to the EC. The COREALIS partners are fully aware of and compliant with this requirement.

As for intellectual property rights (IPR) when it comes to scientific publications, results generated by the project will be defined as they emerge, considering issues such as the novelty, patentability and protectability. Appropriate protection procedures will be implemented. A review and analysis of the most appropriate IPR tools to protect the

[4] P: Probability, D: Potential Damage, L: Low, M: Medium, H: High

different research results will be carried out and the IPR will be catalogued. Patent (or other IPR) applications will be filed for. The work will be reported in D8.4 (IPR management and business models). Informed consent will always be obtained from individuals taking part in communications activities, such as interviews, photos and videos. For details on consent forms, POPD requirements and data management in general, see D10.1 and D8.7.

5. Planned and Performed activities

In the context of COREALIS, special attention is given to the communication opportunities throughout the course of the project. By effectively exploiting these opportunities, COREALIS can achieve wide acceptance and scale up of the proposed innovations by a critical mass of ports. These opportunities are regularly updated mainly by COREALIS Dissemination Manager and by the consortium partners. COREALIS partners are regularly informed about these key opportunities so they will be able to make the most of the them.

5.1 Planned activities

An indicative list of proposed scientific journals and an indicative list of proposed upcoming events are available in Annexes C and D respectively.

5.2 Performed activities

The activities that have been performed during the first six months (M1-M6) of COREALIS implementation are stipulated in the table 9 below:

Conferences
1. JEAN MONNET SYMPOSIUM, Sustainable development of intelligent ports for strengthening European logistics', Chios-Greece, 28-29/06/2018, DYNNIQ
Special Interested Sessions
1. ITS Congress, SPECIAL SESSION SIS 70 PORT OF THE FUTURE TOWARDS AUTOMATION, Copenhagen-Demark, 20/09/2018, ICCS, ERTICO, CNIT
Mass Media Publications
1. Greek Kick-off Press Release, 15/05/2018, SEAB, ICCS, PCT 2. Italian Press Release on 5G technology, 27/09/2018, ERICSSON,CNIT
Project events
1. Kick-off meeting, Athens-Greece, 07-08/05/2018, All partners 2. Livorno Focus Group, Livorno-Italy, 17/07/2018 3. Haminakotka Focus Group, Kotka- Finland, 30/08/2018 4. Piraeus Focus Group, Piraeus- Greece, 04/09/2018 5. Antwerp Focus Group, Antwerp-Belgium, 05/09/2018 6. Valencia Focus Group, Valencia-Spain, 25/09/2018 7. COREALIS 1st plenary meeting, Antwerp-Belgium, 03-04/10/2018

Table 9 COREALIS performed communication activities M1-M6

6. Conclusions

This deliverable presented the Initial COREALIS communications strategy and Plan which will be used as a guide for the consortium members towards the effective allocation of time and resources in the maximization of project's impact. It has demonstrated COREALIS's approach to communication by defining the key concepts, the target audiences, the communication content, the engagement plan and the communication roadmap. Special attention is also given to the evaluation and monitoring of communication and dissemination activities and partner's role and effort.

The Initial COREALIS communications strategy and Plan is considered as a flexible and adaptive living document and it will be further updated (on M18 & M32) to enrich the project's approach to communications and to ensure that information about the project and its results are effectively communicated through its life and beyond.

References

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Annex A: Indicative content and topics of training seminars

LIVING LAB TRAINING SEMINARS

First session:

Project overview

Port of the Future landscape

Second session:

Ports within COREALIS

-Innovations implemented

- Scenarios tested

Third session:

PoFSG training tool

Training Evaluation

Forth session:

Key Outcomes

Wrap-Trends

Annex B: COREALIS communication/dissemination procedures

COREALIS Communication/Dissemination procedures

Description and purpose

The participation of any Partner in an event as well as the performance of every dissemination & communication activity related to COREALIS project has to be **approved beforehand by the COREALIS Project Coordinator and the project Executive Board (EB).**

Basic objective:

Production of high quality COREALIS publications, presentations and other communication material;

Avoidance of overlaps and possible disclosure of restricted or confidential information;

Monitoring and recording of the dissemination activities of the project in an effective and efficient way;

Step by step procedure:

Fill in the spaces of the table below;

Store your material (abstract, draft paper, poster, presentation etc.) to the Redmine DMSF **here**;

Submit your dissemination request allowing **for minimum two weeks before submission deadline** by email to the WP7 leader (e.krikigianni@seability.eu)

WP7 Leader has 2 days to react and send the request to Coordinator/EB for approval, modification or rejection;

Coordinator/EB decision send to the WP7 Leader **within five working days**; If no answer is received by the set deadline it is taken as an approval;

WP7 Leader informs the initiator of the dissemination activity along with the involved partner(s) about the decision.

In case of:

A) **Approval:** When approval is given through the WP7 Leader, the partner(s) is (are) free to proceed with the realisation of the proposed dissemination activity;

B) **Conflict/objection:** Any EB member can reject the proposed dissemination activity if they have objections, related to overlaps or possible disclosure of restricted or confidential information concern the work performed in the different WPs. In case of conflict, the issue will be discussed among the coordinator, the WP7 Leader and the involved partners;

***If a conflict is created or further material is needed then WP7 Leader informs the partner that modifications or additions are required. Then the material is proposed again to WP7 Leader and if significant changes (that might provoke conflicts among partners' interests) must be made, the previous procedure is followed.*

Dissemination activities report: Within ***ten working days*** after the realisation of the approved dissemination activity, the partner should provide the **WP7 Leader** (e.krikigianni@seability.eu) with the **filled in dissemination report** and the **presented material** (final paper, presentation, poster etc.). The dissemination report form is stored in the Redmine DMSF **here.** All material will be archived to the Redmine DMSF (**here**) in the respective folders; it will be also highly appreciated if the lead partner of every dissemination activity provides the WP7 Leader with some **photos** of their participation at the different events.

NOTE:

If partners wish to present or release material already approved as public presentation and other communication material, then no formal approval is required. The WP7 Leader (e.krikigianni@seability.eu) has to be informed. If there are no objections, then the WP7 Leader notifies the authors to proceed with the dissemination activity.

In case a partner wishes to organise a workshop or special event related to COREALIS, then the approval of WP7 Leader and the information of the Coordinator and the EB is also needed **2 months** before the realisation of this dissemination activity.

Non-European Travel

*** For non-European travels the PO should be informed and an approval from his side is required. Please fill-in the* ***Non-European Travel Report Template*** *(**available here**) at least **two months** before the travel and send the form to the project Coordinator (a.amditis@iccs.gr), so as to inform the EC. For possible enquiry by the auditors in the future it is recommended to keep the form and EC's response with the respective travel documents.*

Acknowledgement-Information on EU funding

According to the Articles 29 & 38 of COREALIS Grand Agreement, any dissemination of results (in any form, including electronic) must display the EU emblem and must include the following acknowledgement text:

"COREALIS project has received funding from the European Union's Horizon 2020 research & innovation programme under grant agreement No. 768994. Content reflects only the authors' view and European Commission is not responsible for any use that may be made of the information it contains".

For any communication activity, the EU emblem must be displayed, along with the phrase:

"COREALIS project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement no 768994"

For infrastructure, equipment & major results, the EU emblem must be displayed along with the phrase:

"This [infrastructure][equipment][insert type of result] is part of the COREALIS project that has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 768994."

When displayed together with another logo, the EU emblem must have the appropriate prominence. For correct use of the EC emblem please use the following link:

European flag: http://europa.eu/about-eu/basic-information/symbols/flag/index_en.htm

For further information please contact the WP7 Leader (e.krikigianni@seability.eu;)

Dissemination Requests Table

2018

No.	Date of Dissemination request	Main Leader	Type of activity	Title of the Event/Journal	Date & Location	URL/Webpage	Title of publication/presentation	Abstract	Authors	Relation to COREALIS	REDMINE link to document
0.	*dd/ mm/ yyyy*	*name, organisation*	*Please choose one: Journal article, conference, special session, paper presentation, workshop, demonstration, exhibition, trade fair, press/media activity, poster, video, website, ...,*					*Up to 30 words*	COREALIS partners	Related WPs & Tasks	Documents should be placed **here**

Annex C: COREALIS indicative list of proposed scientific journals

No.	Title of journal/magazine	website	Description
1	Industrial Engineering & Management	https://www.omicsonline.org/industrial-engineering-management.php	Industrial Engineering & Management (IEM), a broad-based journal was founded on two key tenets: To publish the most exciting researches with respect to the subjects of industrial engineering & it's management. Secondly, to provide a rapid turn-around time possible for reviewing and publishing and to disseminate the articles freely for research, teaching and reference purposes.
2	International Journal of Shipping and Transport Logistics	http://www.inderscience.com/jhome.php?jcode=ijstl	IJSTL is an international peer-reviewed journal addressing all methodological aspects in the field of shipping and transport logistics, particularly those that require empirical or mathematical analysis with managerial implications. IJSTL is dedicated to publishing original, high-quality and methodologically rigorous research papers that address significant management issues pertinent to shipping/transport logistics. IJSTL also publishes informative and critical book reviews of newly published books with scholarly and practical contributions that advance the state-of-the-art of the theory and practice of shipping/transport logistics. This journal also publishes Open Access articles
3	International Journal of Logistics Research and Applications	https://www.tandfonline.com/toc/cjol20/current	International Journal of Logistics: Research & Applications publishes original and challenging work that has a clear applicability to the business world. As a result, the journal concentrates on papers of an academic journal standard but aimed at the practitioner as much as the academic. High quality contributions are therefore welcomed from both academics and professionals working in the field of logistics and supply chain management. Papers should further our understanding of logistics and supply chain management and make a significant original contribution to knowledge. In this context the term 'logistics' is taken in its broadest context as "the management of processes, flow of materials and associated information along the entire supply chain, from raw materials through to the final user of the product". The journal covers all aspects of logistics and supply chain management.
4	Maritime economics & Logistics	https://www.palgrave.com/gp/journal/41278	Maritime Economics & Logistics (MEL) is a peer-reviewed quarterly scientific publication committed to the methodological analysis of global supply chains; that is, ocean transportation, ports, marine terminals and maritime logistics. Papers are expected to be thoroughly researched, scientifically rigorous, and at the same time, of direct applicability and usefulness to practitioners and policy makers alike. All contributions are subject to strict peer-review. Often, MEL includes a special section under the heading 'Policy Perspectives'. Papers here, often

			solicited ones, emphasise strategic policy implications rather than scientific rigour in a strict sense. Papers in Policy Perspectives are subject to lighter peer review; this results in speedier publication. Papers submitted to MEL are submitted for both sections at the discretion of the Editors. Authors not wishing to have their papers considered for Policy Perspectives should state this in the Cover Letter.
5	International Journal of Logistics Management	http://www.emeraldgrouppublishing.com/ijlm.htm	Researchers and practitioners are invited to submit manuscripts that advance the science and practice of logistics and supply chain management. While articles in any area of logistics or supply chain management are welcomed, the journal is especially interested in those dealing with managerial applications of theory and techniques. Articles which provide new knowledge and guidelines for framing, interpreting or imple-menting the logistics process in the supply chain are of particular interest. This implies that the journal is particularly interested in empirical research including a special preference for qualitative research. All articles are anonymously reviewed for publication by referees who look for original ideas that are clearly pre-sented as a contribution to scientific knowledge.
6	Journal of Business Logistics	https://onlinelibrary.wiley.com/journal/21581592	The Journal of Business Logistics (JBL) provides a forum for the dissemination of original thoughts, research, and best practices within the logistics and supply chain arenas.
7	Sustainability	http://www.mdpi.com/journal/sustainability	Sustainability (ISSN 2071-1050; CODEN: SUSTDE) is an international, cross-disciplinary, scholarly, peer-reviewed and open access journal of environmental, cultural, economic, and social sustainability of human beings. Sustainability provides an advanced forum for studies related to sustainability and sustainable development, and is published monthly online by MDPI. The Society for Urban Ecology is affiliated with Sustainability and their members receive discounts of the article processing charge.
8	Maritime Policy & Management	https://www.tandfonline.com/loi/tmpm20	Maritime Policy & Management (MPM) is indexed in the Social Sciences Citation Index (SSCI). Maritime Policy & Management (MPM) is a multi-disciplinary and international refereed journal, it brings together papers on the different topics that concern the maritime industry. It provides the latest findings and analyses. Emphasis is placed on business, organizational, economic, socio-legal and management topics at port, community, shipping company and shipboard levels. MPM is aimed at researchers, policy-makers and managers in the fields of maritime business. It is read by academics, government officials, journalists and those practicing maritime business in all its aspects around the world, and is intended to have both a theoretical and practical appeal.

9	Computers in Industry	https://www.journals.elsevier.com/computers-in-industry	The aim of Computers in Industry is to publish original, high-quality, application-oriented research papers that: • Show new trends in and options for the use of Information and Communication Technology in industry; • Link or integrate different technology fields in the broad area of computer applications for industry; • Link or integrate different application areas of ICT in industry. General topics covered include the following areas: • The unique application of ICT in business processes such as design, engineering, manufacturing, purchasing, physical distribution, production management and supply chain management. This is the main thrust of the journal. It includes research in integration of business process support, such as in enterprise modelling, ERP, EDM. • The industrial use of ICT in knowledge intensive fields such as quality control, logistics, engineering data management, and product documentation will certainly be considered. • Demonstration of enabling capabilities of new or existing technologies such as hard real time systems, knowledge engineering, applied fuzzy logic, collaborative work systems, and intelligence agents are also welcomed. • Papers solely focusing on ICT or manufacturing processes may be considered out of scope.
10	Journal of Shipping and Trade	https://jshippingandtrade.springeropen.com/	Journal of Shipping and Trade (JST) is an open access, multi-disciplinary publication that focuses both on business & management, as well as transportation-related fields. JST aims to promote practices in shipping and to improve the management of global trade activities. Towards achieving these objectives, JST provides a vehicle to facilitate professionals, academics, researchers, and policy makers in the field to disseminate information and to learn from one another's work. As a scholarly journal emphasizing shipping and trade related studies and research, JST plays a key role in establishing communication links among global shipping and trade researchers. JST also aims to contribute to current and emerging issues in shipping and trade as raised by global and regional public bodies (such as the World Bank and OECD) and major market players. JST considers papers covering shipping economics, trade and economic development, transportation management, global port management, regional studies, environmental management in shipping and trade, business model development, as well as other related topics.

11	Journal Port Science Research	http://www.journal-port.com/	Continuous Research Online Library (Journal Port Science Research) is an open peer-review journal publishing research articles bringing modern digitalization trends to the forefront of scientific publications through feature enhanced publishing formats. Journal Port Science Research aims to accomplish ethical, reachable, and impactful research publishing that aids practitioners, scholars, and students to regularly improve their learning, practice, and vocational developments. Journal Port Science Research It is published on three forms of printed paper in the year twice under the registration ISSN: 2616-6232. It is posted on a USB card twice a year under registration ISSN: 2616-7220. It is posted online continuously under registration ISSN: 2616-7441. Journal Port Science Research operates as per the guidelines stated by well-known committees like WAME, COPE, and ICMJE. Manuscripts are published in a structured format immediately after the initial screening. Peer-review is monitored by our editorial board members to ensure transparent and quality review.
12	Journal of Urban Planning and Development	https://ascelibrary.org/journal/jupddm	The Journal of Urban Planning and Development covers the application of civil engineering to such aspects of urban planning as area-wide transportation, the coordination of planning and programming of public works and utilities, and the development and redevelopment of urban areas. Subjects include environmental assessment, aesthetic considerations, land use planning, underground utilities, infrastructure management, renewal legislation, transportation planning, and evaluation of the economic value of state parks.

Annex D: COREALIS indicative list of proposed events

Date	Event	Location	Website	Important deadlines
2018				
06-07/09/2018	Future Port Prague	Prague	https://www.futureportprague.com/program/	
17-21/09/2018	ITS World	Copenhagen, Denmark	https://itsworldcongress.com/	
24-29/09/2018	Naples Shipping Week	Naples, Italy	http://www.nsweek.com/	
30-03/10/2018	CSCMP's Annual Global Conference	Nashville, Tennessee	https://cscmpedge.org/ehome/index.php?eventid=276853&	
02-03/10/2018	Smart Ports and Supply Chain Technologies conference	Rotterdam, The Netherlands	https://www.porttechnology.org/news/spsc_countdown_port_digitization	
11-13/10/2018	ChainPort Hackathon	Antwerp	https://www.chainporthack.com/antwerp	
16-19/10/2018	Green Port Congress	Valencia, Spain	http://www.greenport.com/congress	
29-30/10/2018	DocksTheFuture: workshops with experts	Porto, Portugal		
6/11/2018	Collaborative Innovation Day "New Global Routes: One Belt One Road Initiative & TEN-T"	Athens, Greece	http://www.etp-logistics.eu/?p=2424	Registration is open until 2nd of November
06-08/11/2018	Intermodal Europe 2018	Rotterdam, The Netherlands	https://www.intermodal-events.com/en/home.html	
15-16/11/2018	Freight & Logistics event	Madrid, Spain	https://www.europeanfreightleaders.eu/next-conference-2/	
22-23/11/2018	2018 Polis Conference	Manchester	https://www.polisnetwork.eu/2018conference	
2019				
2019	Polis annual conference	**tbc**	**tbc**	

13-17/01/2019	Transportation Research Board (TRB)	Washington, D.C	http://www.trb.org/AnnualMeeting/AnnualMeeting.aspx	
02/2019	European Shipping Week	Brussels, Belgium	tbc	
26-28/03/2019	SITL Europe-International week of Transport and Logistics	Paris	http://www.sitl.eu/	
28-30/05/2019	MED ports	Casablanca	https://www.tradefairdates.com/Med-Ports-M11965/Casablanca.html	
04-07/06/2019	Munich Transport Logistic	Munich, Germany	https://www.transportlogistic.de/index-2.html	Dates and deadlines can be found here: https://www.transportlogistic.de/exhibitors/plan-your-stand/dates-logistics/index.html
3-6/6/2019	ITS European Congress	Netherlands	https://2019.itsineurope.com/about/	
25-27/06/2019	SUPPLY CHAIN & LOGISTICS SUMMIT & EXPO 2019	ANTWERP BELGIUM	http://www.sclsummit.com/	
09-13/09/2019	London International Shipping Week	London	https://londoninternationalshippingweek.com/	
09/2019	Hamburg International Conference of Logistics (annual conference)	Hamburg	https://hicl.org/	Will be updated later in this autumn
05-08/11/2019	Europort Rotterdam	Ahoy,Rotterdam, Netherlands	https://www.europort.nl/	
21-25/10/2019	26th ITS world congress	Singapore	https://itsworldcongress2019.com/	
2020				
26-30/4/2020	TRA	Helsinki, Finland	https://www.traconference.eu/presenting-host-tra2020-helsinki-finland/	
2020	Green Port Congress	tbc	tbc	
2020	ESPO event 2020	tbc	tbc	

2020	World conference on cities and ports	tbc	tbc	
03/2020	FUTURE PORT BILBAO 2020	Bilbao, Spain	tbc	