- FORESEE -

Future proofing strategies FOr RESilient transport networks against Extreme Events

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− Deliverable 8.1−

Dissemination and Communication Plan

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TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

LIST OF ABBREVIATIONS AND ACRONYMS

DCP	Dissemination and Communication Plan
EU	European Union
TBC	To be confirmed
WP	Work Package
SRG	Stakeholders Reference Group

1 EXECUTIVE SUMMARY

1.1 PROJECT BACKGROUND

The overall objective of FORESEE is to develop and demonstrate a reliable and easily implementable toolkit to improve the resilience of land transport infrastructure.

The new toolkit solution will provide short and long-term resilience measures against traffic disruption due to flooding, landslide and structural damage for rail and road corridors and multimodal terminals. A main objective is to reduce the magnitude and duration of disruptive events.

The FORESEE solution will then help move towards a performance-based risk assessment framework, relying on 4 main elements:

- The update of the best available methodologies from a performance based approach.
- A Situational Awareness System based on best available data acquisition system.
- Innovative technologies such as permeable pavements, slope stabilisation systems, innovative drainage and design of intersections.
- Guidelines for the adaptation.

The FORESEE Project is divided into 9 Work Packages. Communication and dissemination activities are addressed by WP8 which horizontally covers the entire lifetime of the project (M1-M42).

1.2 GENERAL PURPOSE OF THE DOCUMENT

The present document is the Dissemination and Communication Plan (DCP) for the FORESEE project.

The Dissemination and Communication Plan establishes a strategy to raise awareness for the FORESEE project and its expected outcomes; it identifies the instruments/activities necessary for the implementation of this strategy; and plans for the operation of   these instruments/activities. The purpose of the current plan is to ensure that the dissemination and communication goals are adapted to the overall FORESEE objectives. It will respect the project management and the contractual requirements, which serve as references to the FORESEE project.

The Plan also details the total months and work allocation for each partner in WP8.

In order to maximise the impact of the Plan the consortium will provide necessary updates in response to technological improvements or changing external factors.

Deliverable no.	Deliverables title	Submission date
D 8.1	1ST version of the Dissemination and Communication Plan (DCP)	M3
D 8.2	Standardisation Landscape Report	M8
D 8.3	1ST version of the Market Analysis and Exploitation Plan	M12
D 8.4	2ND version of the Dissemination and Communication Plan (DCP)	M18
D 8.5	3RD version of the Dissemination and Communication Plan (DCP)	M30
D 8.6	2ND version of the Market Analysis and Exploitation Plan	M30
D 8.7	Report on the Contribution to Standardisation	M42
D 8.8	After-Project Plan for the Sustainability of the FORESEE Outputs	M42

Table 1.0 List of Deliverables and Month included in WP8[1]

1.3   PARTNERS AND CONTRIBUTION

All FORESEE project partners will participate in Dissemination and Communication activities from M1 to M42 by way of a range of different contributions (writing articles, organising workshops, launching press releases, etc.).

The FORESEE Project identifies FAC as the WP leader (WPL) for WP8 and delineates the respective contributions from each partner to the objectives and deliverables. In addition, other partners with capacity in various member states will support FAC through their contact networks at national and international levels.

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[1] In addition to actions purely related to Dissemination and Communication, the table includes also activities related to Exploitation

The table below details the project management team for each task in WP8. FAC and the individual task leaders have responsibility for assigning actions within each task to the participant organisations, and to ensuring the quality and timely delivery of each task.

Task reference	Task leader	Governance
T8.1 Dissemination and Communication Plan	José Díez, European Union Road Federation	Task leader – T8.1 including Sub-task 8.1.1 (DCP Planning and Monitoring) and Sub-tasks 8.1.2 (Clustering and liaising with other relevant RDI projects). Contributions to be reported to WP8 Leader.
T8.2 Creation and Coordination of the FORESEE Stakeholder Reference Group (SRG)	William Hynes, Future Analytics Consulting	Task leader – T8.2 Contributions to be reported to WP8 Leader.
T8.3 Development of an exploitation and market penetration strategy	Sheryl Lynch, Future Analytics Consulting	Task leader – T8.3 Contributions to be reported to WP8 Leader.
T8.4 Pre-standardisation activities	José Díez, European Union Road Federation	Task leader – T8.4 including Sub-task 8.4.1 (Analysis of the applicable standardisation landscape) and Sub-task 8.4.2 (Contribution to the ongoing and future standardisation developments). Contributions to be reported to WP8 Leader.
T8.5: Twinning activities	Daniel Castro, University of Cantabria	Task leader – T8.3 Contributions to be reported to WP8 Leader.

Table 1.1 Work Package 8 Management Plan[2]

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[2] In addition to actions purely related to Dissemination and Communication, the table includes also activities related to Exploitation.

As dissemination is a transversal activity directly linked to all WPs, relevant WP leaders and task contributors will be required to participate in the elaboration of all dissemination material related to their specific action. For example, any press release linked to the result of a specific Deliverable or WP achievement will require the involvement of the partner(s) responsible.

The communication leader should be notified in advance to produce the material intended for release in addition to the time needed for formal approval.

A full overview of the contributions required from each partner of the consortium across the four key WP8 tasks is provided below:

Task reference	Description	Partners and Partners
T8.1 Dissemination and Communication Plan	The Dissemination and Communication actions will be deployed through the entire lifetime of the project. The main objective is to raise awareness about the project and its results. All partners will participate and messages will be distributed through all distribution channels, maximizing the potential of the communication actions	All
T8.2 Creation and Coordination of the FORESEE Stakeholder Reference Group (SRG)	This group gathers expertise and knowledge from experts in specific fields related to the project. It will run during the entire lifetime. Its members will advocate on technical aspects of the research and will support the dissemination of the project within their regular organisations and market niches.	
T8.3 Development of an exploitation and market penetration strategy	Dissemination activities will facilitate the market penetration of the new technologies by building reputation and visibility to the FORESEE toolkit. Both activities will be perfectly aligned to optimise impact.	
T8.4 Pre- standardisation activities	The main objective of this task is to facilitate market acceptance and utilisation of the new technology, according to current standards. It is firmly linked to market exploitation to ensure compatibility and interoperability.	ERF and FRA
T8.5: Twinning activities	The Consortium is committed to exploring the possibility of coordinating research	UC, TEC and AIS

	activities with a relevant project funded by the US Department of Transportation.	

Table 1.2 Efforts for the full duration of the project[3]

1.4 SCOPE

This document has been issued in the framework of FORESEE under Grant Agreement No 769373 within the European Union's Horizon 2020 Research and Innovation Programme.

This document relates to project activities for dissemination and communication contained in WP8 from M1 to M42. WP8 also refers to future exploitation of the project as it relates to dissemination and communication.

At regular intervals, this Dissemination and Communication Plan will be formally evaluated and updated with new activities, so as to ensure alignment with project progress and the project officer requirements.

2 DISSEMINATION STRATEGY

2.1 APPROACH

The strategy has been classified according to the dissemination contents and targets. This classification will permit the establishment of rules for formats and texts, dissemination scope, promoters and the necessary authorisation thereof. The classification is divided into 3 parts:

1. General Dissemination:

    This is dedicated to general and specialised forums and congresses of related technologies, materials and services. It will involve:

    - *General information:* For the dissemination of the project by means of general presentations.

    - *Technical Overview:* mainly focus on the technical point of view and scope of the project.

2. Specific Dissemination:

    This concerns the participation of specific consortium partners and their respective tasks within the project. Specific dissemination activities will target national stakeholders, local press (common media or specialised) and other related fora in a more reduced scale.

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[3] In addition to actions purely related to Dissemination and Communication, the table includes also activities related to Exploitation

3. Technical Dissemination:

   a. *Technical results:* For the dissemination of the technical results of the project amongst peers. Specifically, it will be usually dedicated to different forums (specialised or not), congresses of related technologies and cooperation with other projects.

   b. *Technical result for external purposes:* For disseminating specific results to external entities, to be used for developments that require external contributions for translating complicated technical outputs into easy-to-understand messages for general audiences.

   c. *Results for implementation:* One of the long-term objectives of this project is to promote the market implementation and usage of its results, to reach a future deployment of new techniques and materials on the European transport infrastructure. For this purpose, rules for implementation and business models can be prepared if necessary, and shared and disseminated in the most appropriate way in alignment with the exploitation plans.

   d. *Deliverables:* Disseminating some of the formal technical deliverables already approved and its conclusions. Usually for specialised forums and cooperation with other projects.

2.2 OBJECTIVES

The FORESEE communication objectives are to:
- Raise awareness of FORESEE project amongst all interested parties
- Raise awareness of FORESEE project and outputs amongst CI providers and other stakeholders and end users
- Raise awareness of FORESEE project, project outputs and create collaboration/co-ordination opportunities with other related projects and initiatives
- Raise awareness of FORESEE project and project outputs amongst local/regional/national government, research, media and education and training stakeholders.

2.3 METHODOLOGY

Dissemination and Communication actions will ensure that research outputs will be effectively promoted to target audiences by way of suitable communicative methods.

Communications are representative of the whole consortium, so it is necessary that all partners reach a consensus regarding the communicative content. The Communications team will ensure that all actions respect this rule, and that actions promote the common interest of the consortium.

The main objective of WP8 is to raise awareness of the FORESEE activities and developments by communicating and promoting them to industry and institutional stakeholders involved in the construction, maintenance and management of transport infrastructure. Another objective is the

opening of a constructive dialogue between industry and its primary main customer (i.e. the public sector) to help to achieve the technical goals of the project.

In particular, the consortium will continuously communicate throughout the project lifetime by way of appropriate methods and channels (website, workshops, articles, conferences, etc.) in order to facilitate the dissemination of the results. The consortium will also establish close links and promote collaboration with other projects in order to minimise research overlapping and identify synergies in the field of self-healing techniques for asphalt pavements.

The communication team will ensure that the limitations and lack of visibility which traditionally have reduced the dissemination scope of this kind of research projects to a handful of experts are minimised by creating a strategy that instantiates the following characteristics:

- **Neutral**: by its very nature, FORESEE cannot be suspected of promoting the interests of any specific industry or user groups over another. Rather it will be to the benefit of broad society.

- **User-Friendly**: FORESEE Deliverables will be designed, produced and circulated to a professional community, but always with the end-user in mind.

- **Open**: FORESEE will establish links with other European initiatives in the field of infrastructure and the development of resilient transport infrastructure networks. In parallel to our dissemination activities, the consortium will be open to develop partnerships with other projects and stakeholders (exchange of knowledge through formal collaborations, events, publications, etc).

- **Comprehensive**: the target is to address not only the entire transport infrastructure community but also to engage with users who will be key beneficiaries of the project inputs.

- **Adapted**: a "smart approach" is required to take into consideration the specific interests and existing knowledge base of the target groups and to adapt messages accordingly. To this end, at least two compatible levels of communication are envisaged: first, a more broad-based communication strategy addressed to the general public and aimed at raising a general awareness about the project; second, a more dedicated communication channel whose objective will be to deliver tailored and more technical information about the project's development to key stakeholders.

- **Global:** a special emphasis will be put on extending the broadcasting scope of FORESEE to third countries seeking to position the new EU FORESEE toolkit at a global scale.

2.4 GENERAL RULES FOR DISSEMINATION METHODOLOGY

The FORESEE dissemination material produced by the consortium will comply with the general following guidelines:

1. General dissemination:

   All partners of the Consortium are encouraged to promote any event they consider appropriate, if relative to the project.

  a.   *General information*

- It is recommended to use standard material prepared and approved by the Steering Committee. General information must be composed in English, except for the cases in which the requirements of the action require for national languages. Accurate translation will be used in those circumstances.

  b.   *Technical Overview*

- Must be composed in English, except for the cases in which the requirements of the forum call for national languages. Accurate translation will be used in those circumstances.

- Once the material has been disseminated, a complete record of the dissemination activity must be kept.

2. Specific Dissemination:

- This material will be usually focused on specific member states and accordingly be written in or translated to the national language if required.

- The content for this material can be prepared by any partners, respecting the other partners' rights and in contact with the WP leader and/or coordinator.

- Once the material has been disseminated, a complete record of the activity will be kept.

- All partners of the Consortium are encouraged to promote FORESEE in any event whether they consider appropriate under this line of dissemination

3. Technical dissemination

  a.   *Technical results main aspects:*

- Must be composed in English, except for the cases in which the requirements of the forum call for local languages. Accurate translation will be used in those circumstances.

- Once the material has been disseminated, a complete record of the dissemination must be kept.

- All partners of the Consortium are encouraged to promote any event they consider appropriate, but the dissemination can only be made on behalf of the whole Consortium.

  b.   *Deliverables*

All members of the Consortium are encouraged to promote any achievement (Deliverable, or other actions) when they consider it appropriate. The dissemination can only be approved by the coordinator which will always report to the SC for their knowledge.

  c.   *Results for exploitation*

It is based on the promotion of the results to support the implementation of the FORESEE technologies in the European infrastructures. Therefore, this kind of dissemination will share and disseminate the specific results addressing the market implementation objective mostly at the end of the project.

d. *Technical dissemination for external purposes*

The dissemination will be promoted and made just within the execution activities of the project, by WP leaders. These WP Leaders Must report the SC about the external entities and contribution expected. Task Leaders will bear the responsibility for the contact with external entities, projects or standardisation bodies in technical issues.

2.5 APPROVAL CHANNEL

According to article 29.1 of the Grant Agreement, each beneficiary must, as soon as possible and unless it goes against their legitimate interests, disseminate its results by disclosing them to the public by appropriate means (other than those resulting from protecting or exploiting the results), including in scientific publications (in any medium).

The approval channel of the dissemination communication material will be subject to the following provisions:

- At least 45 days prior notice of any dissemination activity shall be given to the other Parties concerned, including sufficient information concerning the planned dissemination activity and the data envisaged to be disseminated.

- Following notification, any of the partners may object within 30 days of the notification to the envisaged dissemination activity if it considers that its legitimate interests in relation to its Foreground or Background could suffer adverse impact. In such cases, the dissemination activity may not take place unless appropriate steps are taken to safeguard these legitimate interests.

- Partners may agree in writing on different time-limits to those set out in this Consortium Agreement, which may include a deadline for determining the appropriate steps to be taken.

- Moreover, prior notice of any planned publication shall be given to the other Parties at least 30 calendar days before the publication. Any objection to the planned publication shall be made in accordance with the Grant Agreement and Consortium Agreement in writing to the Coordinator and to the Party or Parties proposing the dissemination within 20 calendar days after receipt of the notice. If no objection is made within the time limit stated above, the publication is permitted.

However, an objection is justified if:

a) The objecting Party's legitimate academic or commercial interests are compromised by the publication; or

b) The protection of the objecting Party's Foreground or Background is adversely affected.

The objection must include a precise request for necessary modifications.

If an objection is raised the involved Parties shall discuss how to overcome the justified grounds for the objection on a timely basis (for example by amendment to the planned publication and/or by protecting information before publication) and the objecting Party shall not unreasonably continue the opposition if appropriate measures are taken following the discussion.

2.5.1 Publication

Partners may copyright any work that is subject to copyright and was developed, or for which ownership was purchased, under the contract.

Partners shall be entitled to use their jointly owned results for non-commercial research activities and teaching on a royalty-free basis, and without requiring the prior consent of the other joint owner(s)

Unless the Funding Body requests otherwise, any publicity, including at a conference or seminar or any type of information or promotional material (brochure, leaflet, poster, presentation etc.) as well as patent applications, must specify that the project has received research funding from European Union's Horizon 2020 research and innovation programme and display European emblem and the Horizon 2020.

In addition, any publication must display:
- Name of the action, acronym and grant number;
- Publication date, and length of embargo period if applicable, and
- Persistent FORESEE corporate identify

Consequently, the following text should be always included as disclaimer:

> *"This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 769373"*

Any dissemination of results must indicate that it reflects only the author's view and that the Agency and the EC are not responsible for any use that may be made of the information it contains.

> *"This document reflects only the author's views. The European Commission and INEA are not responsible for any use that may be made of the information contained therein"*

2.5.2 Publication of another party´s Foreground or Background

For the avoidance of doubt, a Party shall not publish Foreground or Background of another Party, even if such Foreground or Background is amalgamated with the Party's Foreground, without the other Party's prior written approval. For the avoidance of doubt, the mere absence of an objection according to Section 8.3.1 of the Grant Agreement is not considered as an approval.

2.5.3 Cooperation obligations

The Parties undertake to cooperate to allow the timely submission, examination, publication and defence of any dissertation or thesis for a degree which includes their Results or Background subject to the confidentiality and publication provisions agreed in the Consortium Agreement.

2.5.4 Use of names, logos or trademarks

Nothing in the Consortium Agreement shall be construed as conferring rights to use in advertising, publicity or otherwise.

3 TARGET AUDIENCE

A key success factor of the FORESEE project will be its capacity to extend awareness of research results to improve resilience schemes in transport infrastructures to all involved stakeholders and to citizens in general. To achieve this goal, the consortium will establish communication and consultation channels tailored to the specific needs of the audience.

Against this backdrop, the project will establish privileged channels of interaction with existing reference projects and research platforms through dissemination material and the organisation/participation in specific events. To achieve this, the FORESEE initiative will leverage on the significant "platform effect" achieved by the partners & supporting organisations whose collective outreach potential is estimated to encompass several private and institutional stakeholders.

Communication targets will be selected as they relate to the design, construction, managing and maintenance of transport infrastructure at different levels. Given the importance of communicating FORESEE outcomes to the largest audience, the dissemination activities will also seek to develop a traditional project awareness-raising campaign. This campaign will address a relevant list of stakeholders grouped in 3 main categories:

- **EU and National Policy-makers**: this group addresses competent authorities at local/national/European level, as they have a critical role to play in the transport sector legislative implementation and funding through different schemes. It will include the European Institutions, INEA EA, member states, local governments or local transport administrations.

- **EU and National Associations:** this group represents a link between private and public sector. It presents infrastructure industry interests to National Authorities and allows for constructive dialogue to improve the drafting and implementation of legislation, and provide advice on public subsidies and calls for tenders.

- **Industry:** this group represents companies, research centres, consultancies and other stakeholders working on the ground of the business.

Table 3.0 provides a global overview of the target audiences identified:

Group 1: European Union
- European Commission   - European Parliament   - INEA Executive Agency   - European Parliament Committee of the Regions   - Economic and Social Committee   Council of the European Union
Group 2: European and International Media
- National & European Press and Press Agencies   - Brussels-based international correspondents   - Specialised Press (World Highways, Strade & Autostrade, La Strade, Carreteras, Revue Generale de Route, etc.)
Group 3: Member State & Third Country Governments
- National Representations to the EU   - Respective National Government Bodies & Departments
Group 4: EU Regional Governments
- Regional Delegations to the EU   - Respective Regional Bodies & Departments
Group 5: Road -related Organisations
- Transport-related Trade Organisations   - Transport -related Professional Associations   - Transport Users Associations
Group 6: Interest Groups
- Trade Organisations   - Professional Associations   - Motorist organisations   - Consumer organisations
Group 7: Related Initiatives
- European and R&D projects   - Initiatives at national level
Group 8: Standardisation bodies
CEN – CENELEC and National Bodies

Table 3.0: Target audiences

According to the previous table, it can be estimated that different target audiences can generate around 500 contacts, which 10% of them can finish in commercial collaborations for FORESEE partners. Specific stakeholders include the following:

- Transport infrastructure owners and operators: All Member State Ministries of transport and infrastructure, public and private operators through EU wide organisations such as CEDR (European Network of National Road Authorities), ERA (European Union Agency for Railways), ERFA (European Rail Freight Association), ASECAP (European association of operators of toll road infrastructure), ACI Europe (Airports Council International Europe), ESPO (European Sea Port Organisations) and ERTICO (Intelligent Transport Systems).

- EU transport policy and TEN-T: Mainly through DG Move, INEA and the committees of the core networks of the TEN-T policy: Atlantic, Mediterranean, North-Sea Baltic, North-Sea Mediterranean, Orient-East Med, Rhine Alpine, Rhine-Danube, Scandinavian-Mediterranean

- Users of the transport systems and citizens: EPF (European Passenger Federation), ERPUG (Road Profile Users' Group); European Transport Forum, EDF (European Disability Forum) and European Transport Safety Council (ETSF), PIARC (World Road Association)

- Transport Research Community: Relevant transport research forums such as the TRA, TRB and related European technology Platforms: ECTP (Construction), ERRAC (Rail), ERTRAC (Road), Waterborne (maritime), ACARE (Air) and ALICE (logistics) and the Eureka Network (intergovernmental organisation for market-driven industrial R&D).

- Construction sector: Mainly through FIEC (European Construction Federation), ENCORD (European Network of Construction companies for R&D), EFTRC (European Federation of Trackworks Contractors), ECCREDI (European Council for Construction Research) and EFCA (European federation of engineering consultancy associations)

- Cities and regions: Through established networks such as CIVITAS (Clean and better transport in cities), ICLEI (local governments for sustainability) and the committee of the regions.

- Professional bodies: through FEANI (federation of professional engineers), ICE (institution of civil engineers) and the EFBWW (European Federation of Building and Wood Workers)

- Standardisation and construction codes: Through CEN/CENELEC and National Standardisation Body. Some Technical committees are already identified such as CEN/TC 227 'Road materials', CEN/TC 350 'Sustainability of construction works', CEN/TC250/ on EN EUROCODES that apply to structural design of buildings and other civil engineering works including: geotechnical aspects; structural fire design; situations including earthquakes, execution and temporary structures. National committees such as in Germany: DIN Committee NA 172-00-13 AA (Adaptation to the impacts of climate change or International such as: ISO 14091 ("Climate Change Adaptation – a guidance to vulnerability assessment") of ISO/TC 207/SC 7/WG 1.

4 CORPORATE IDENTITY

The corporate identity of FORESEE will fulfil 4 objectives:

- Visibility and recognisability for external stakeholders and the project content and goals, by way of use of the corporate name and image.

- Identification of a consortium with a specific objective to external players

- Identification of a union bringing coherence and interrelations between its components to external stakeholders

- Identification of a common organisation which encompasses the work of a number of smaller companies.

All communications circulating internally and externally (i.e. general working documents, power point presentations, agendas, minutes of the meetings, Deliverables, brochures, posters) will have a coherent corporate identity. All communications will include core elements requested in the Grant Agreement: FORESEE logo, EU emblem and disclaimers requested by the European Commission and INEA.

Figure 1 FORESEE Logo

Figure 2 EU emblem

5 DISSEMINATION MATERIALS AND TOOLS

FAC, as WP8 leader, will bear the overall responsibility regarding the specific dissemination material and activities listed in the dissemination plan. ERF, as communication manager, will also coordinate the correct deployment of all actions. Finally, all partners will collaborate in the elaboration, execution and monitoring of communication actions as well as in the elaboration of the exploitation strategy plan.

Partners will contribute to the implementation of the dissemination activities planned in accordance with the applicable approval procedures. To ensure a regular coordination within the consortium, each partner will nominate a contact person for communication related tasks.

5.1 INTERNAL COMMUNICATIONS

A coherent visual identity has been developed for the project to be displayed in various templates (general working documents, power point presentations, agendas, minutes of the meetings, deliverables, brochures, posters) which can be used by partners when presenting their work in electronic and print material.

The table below described a list of formats for specific documents necessary to complete the first tasks of the project. This list will be updated in subsequent updates of the Dissemination and Communication Plan in D8.4 (M18) and D8.5 (M30).

Annex	Document
1	Agenda Template
2	Meeting Minutes Template
3	Deliverable Template
4	PowerPoint Template
5	General Document Template

Table 5.0: List of Templates

5.2 EXTERNAL COMMUNICATION

FORESEE external communication will incorporate key messages to reflect the objectives and key areas of the project and to suit the specific needs of the intended audience. Messages will be based on the project objectives detailed below:

- Develop a toolkit to provide short and long-term resilience schemes for rail and road corridors and logistics terminals

- Establish preventive maintenance and upgrading strategies able to improve resilience of transport infrastructures towards human (accidents) and natural hazards (extreme weather events, landslides and earthquakes)
- Predict and alert of potential risk scenarios at different time scales considering age, conditions and residual life of engineering components
- Reduce the social and economic impact on critical transport assets (bridges, tunnels, pavement, slopes, terminals) when those disruptive events happen
- Facilitate the deployment of mobility contingency protocols for citizens and freight in such critical situations to ensure safe and efficient evacuation including emergency operations and contingency plans
- Demonstrate positive costs and benefits balance associated to resilience investments during the full lifecycle of the infrastructure

The consortium will be supported by various elements to maximise the external communication of the project.

5.2.1 Website

The website will serve as the most versatile information and communication tool, because it both provides the opportunity to provide information to an international audience while serving as a comprehensive provision of information and platform for the project team. It will provide an overview of the activities of the project as well as up-to-date information on the progress and outcomes of the project.

Friendly design and regular updates will be carried out by the ERF. It will also act as a principal means of publication for news and updates. It will be active from M3 under the domain name: www.foreseeproject.eu

The FORESEE website also includes a private section for project beneficiaries to create an efficient communication channel. It will be used to deposit and exchange internal documents.

Public documents and publications (i.e. Deliverables, case studies) can be downloaded by any external visitors.

Disclaimers mentioning H2020 funding will be displayed as a very visible element.

The website tree is composed of the following pages:

- HOME
- ABOUT (background, concept, objectives, activities)
- PARTNERS (partners, Stakeholder Reference Group)
- PROJECT DEMONSTRATIONS
- PROJECT PUBLICATIONS
- NEWS

- CONTACT

Figure 3: FORESEE website layout

Figure 4: FORESEE website layout

5.2.2 Social media

In addition to the website, a Twitter account and a LinkedIn profile will be active and maintained throughout the lifetime of the project. Social media channels will aim to cultivate interest about the project outcomes and keep the audience informed about the latest developments.

FORESEE social media networks will be supported by all the partners active in social media. Regular feeds will be added to generate traffic and interact with other stakeholders, projects, EC and INEA teams.

Figure 5: Twitter layout

Social media activities will be regularly monitored. Actions will be added with the provision of the information listed below from partners. ERF will coordinate these actions with FAC and will organise regular teleconference calls.

Social media channel	Date	Scope	Partner	Link

Table 5.1: Social media monitoring

5.2.3 Project leaflet and poster

The communication team will also elaborate leaflets to support FORESEE's promotional activities. Dimension is a 2 x A4 page, three-folded, with clear simple messages which support broad and general dissemination efforts.

Figure 6: leaflet outside flaps

The brochure will describe general information about the project (content, objectives, methodology, etc). The visual identity and design of this material will be based on the project logo to reinforce the project´s corporate identity.

Copies will be distributed to the FORESEE partners and also to attendants at different events, workshops and other conferences.

The poster also includes the visual identity elements of FORESEE with simple messages. It will describe projects, background, challenges and goals Poster dimensions can be enlarged according to beneficiary needs.

5.2.4 Newsletter

The FORESEE newsletter will be distributed every semester and will present the latest developments of the project.

The project consortium will publish an e-newsletter which will be made accessible through the public section of the website and sent by email to all identified stakeholders through every beneficiary communication channel. Social media channels will also support distribution to maximise the number of recipients.

These newsletters will report the news and latest developments of the project. The first newsletter, to describe first lines of work, will be published in June 2019.

ERF is responsible for producing the newsletter and drafting an editorial list of topics which will complete the table below. Content will be agreed in previous communication meetings.

At least eight newsletters will be published until the end of the project (March 2022):
Table 5.1 Newsletter Schedule

Issue	Topics	Publication date
Inaugural newsletter	Presentation	February 2019
First newsletter	Overview of project Description of lines of work	June 2019
Second newsletter	Overview of project WP update	December 2019
Third newsletter	Overview of project WP update	June 2020
Fourth newsletter	Overview of project WP update	December 2020
Fifth newsletter	Overview of project WP update	June 2021
Sixth newsletter	Overview of project WP update	December 2021
Seventh (final newsletter)	Results of project Overview of event Next steps	March 2022

Table 5.2: Timeline for FORESEE newsletters

News from the newsletter can also appear individually on the website. Partners should email ERF topics that can be added on the website in between newsletters and can be summarised in the newsletters. These news topics should include:

- Key milestones of the project reached

- Key actions of the project taken (e.g. stakeholders involvement, meetings held, etc)

- Key workshops/events/conferences/exhibitions where FORESEE has been presented

- News about participation at a Conference or workshop

- Key magazines, scientific journals where FORESEE was covered

- News about relevant transport or infrastructure related projects

- News about relevant transport or infrastructure related happenings/events

- Features on a partner in the project

- Possible national or regional applications as a result of FORESEE

- News about major events related to relevant EU transport policy (issue of legislation, publication of communications from the European Commission, publication of major studies commissioned from European Commission's DGs, INEA)

5.2.5 Articles in specialised media and scientific journals

The consortium can guarantee specialised media coverage of FORESEE. Beneficiaries will publish the results in the scientific literature, dedicated journals and magazines in the field of transport and construction.

At the first stage, press coverage will be ensured with the support of the ERF press contacts in the following specialised magazines*: World Highways, European Road Review, Strade&Autostrade, Revue Générale de la Route, La Strade, Carreteras, etc.*

In addition, other journals beneficiaries will approach for further publications are: *European Railways Review*, *Rail Journal*, *Structural Control and Health Monitoring*, *Smart Structures and Systems*, *Journal of Construction Engineering and Management*, *Journal of Legal Affairs and Dispute Resolution in Engineering and Construction*, *Journal of Infrastructure Systems* or the *Journal of Transportation Engineering*.

It is expected that beneficiaries will provide new contact in other media and scientific journals through the lifetime of the project. A track record of these actions will be included in the List of Dissemination activities and agreed on regular communication meetings. Partners will send to Communication Leader ERF the list of publications including the following info:

Issue published 4	Date	Title	Partner	Link

Table 5.3: Overview of publications

The consortium will ensure the Open Access (OA) to all peer-reviewed publications and will pursue OA to other types of scientific and not scientific publications, some of which may, in some cases, not be peer reviewed, including monographs, books, conference proceedings and grey literature (informally published written material not controlled by scientific publishers, e.g. reports).

TECNALIA Publications and FRAUNHOFER-ePrints (institutional repositories of TEC and FRA respectively) will be used for 'green' OA publications in FORESEE. In the case of project publications where TEC and/or FRA do not participate, "orphan" repositories will be used, mainly European Commission's Zenodo (http://zenodo.org/).

5.2.6 Video

FORESEE will produce 2 videos in 42 months.

A first video will display through animations a general description of project, background, rationale, objectives and participants.

A second video will be produced towards the end of the project summarizing results and achievements specially the outputs from case studies. Format, length and script will be approved at a later stage.

5.3 DISTRIBUTION CHANNELS

5.3.1 Database

The database to distribute all the information developed during the lifetime of the project will constitute the core of the FORESEE dissemination strategy and can be divided into the following subsections:

1. General contact database: it is composed of all the contacts from every partner and classified according to the different communication channel target categories. Considering the new EU General Data Protection Regulation, every partner will individually manage its own database of contacts. In addition, a new project database will be completed during the FORESEE Project lifetime with:

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4 News, press releases, newsletter, articles in generalist news, specialised publications or scientific journals

- New contact persons provided by the partners

- Data coming from visitors registered on the website

- Participant list of relevant events

2. Media contact database: specialised or general press, specialised magazines, reviews and newsletters (and contact details of the editors) are listed in this database. This file will be a key instrument to ensure a large diffusion of the FORESEE outcomes via the press conglomerate.

3. Events database: this database keeps record of all the conferences/workshops/seminars/etc. relevant to the FORESEE project or participated by its partners. This tool will help to monitor the events to which FORESEE partners can submit an abstract and/or present a stand and/or participate as speaker and/or attend. The list will be updated every semester. Annex 2 contains the initial dissemination list including also other dissemination actions.

5.4 SUPPORT OF BENEFICIARIES COMMUNICATION CHANNELS

The consortium, composed of 18 partners reaching extensive European and international scope, will facilitate the distribution of messages through its own communication networks (newsletters, press releases, internal communications, etc).

The ERF, as Task Leader and umbrella organisation of the road infrastructure sector in the EU, will offer its channels to maximise the FORESEE communication at institutional level. Specific items will be prepared in the ERF monthly newsletter which reaches more than 5000 subscribers, comprising mainly European stakeholders with different profiles. Those dedicated articles will cover the Kick-off meeting, launch of the website, conclusion of the workshops, unveiling first results, presentation of the project in external events, final conference, etc.

The FORESEE Project will also benefit from consolidated communication channels from all the partners covering recipients in most of the EU countries. Articles will be produced to communicate key milestones, deliverables and findings during the lifetime of the Project.

To reach the widest audience possible, it is important that FORESEE is also disseminated in the national specialised media in respective national languages (i.e. Spanish, Italian, German and Portuguese). These actions can be completed during the case studies. This will enable FORESEE information to reach a much broader audience that by simply focussing on the International/European press which is predominantly English speaking. All articles to be presented to national specialised media will need to be first written and approved by an appropriate partner in English, and then subsequently translated into respective national languages by the interested partner. Each partner should bear the responsibility of its own translation.

The objective is to reach all EU-28 countries as well other international key stakeholders and institutions.

Partners will submit a copy of these materials (articles, publications, press releases, newsletters, mentions in media, etc) to the ERF which will accordingly update a final report with all dissemination achievements during the entire lifetime of the project.

5.5 INTERACTION WITH STAKEHOLDERS AND USERS

5.5.1 Conference abstracts and participation in events

ERF and all the partners will undertake regular monitoring activities of major conferences, seminars or forums taking place in Europe and beyond to present project results through the course of FORESEE lifetime.

When relevant, FORESEE partners will propose to submit abstracts. The Consortium will agree on the attendance at key events such as:

- Infrastructures, transport and mobility: Transport Research Arena (TRA), Europe (biannual); Transport Research Board (TRB), Washington (yearly); PIARC World Road Congress, Abu Dhabi (2019/2023); ICLEI's Resilient Cities (global forum on urban resilience and adaptation), TDB (yearly); CIT Conference on Transport Engineering, TBD (biannual); BESTInfra, TDB (yearly); ETC - European Transport Conference, TBD (yearly); CONSTRUMAT trade fair, Barcelona, (yearly); BAUMA trade fair, Munich (yearly); European Road Infrastructure Congress (biannual); Pavement Preservation and Recycling Summit (biannual)

- Infrastructure engineering: International Association for Hydro-Environment Engineering and Research (IAHR), Granada, 2021 (biannual); European Geosciences Union, Viena (yearly); Water Engineering conference, Toledo, 2019; IALCE. International Symposium on Life-Cycle Civil Engineering, TDB, (biannual); ICSSIS: International Conference on Slope Stability and Infinite Slopes, Rome (yearly); ICGSSCM International Conference on Geotechnical Slope Stability and Continuum Modelling, London, (yearly); EUROROCK: Geomechanics and Geodynamics of Rock Masses, TDB (yearly); Danube-European Conference on Geotechnical Engineering, Macedonia (yearly); GeoChina International Conference (biannual)

- Infrastructure resilience and risk management: International workshop on modelling of physical, economic and social systems for resilience assessment, TBD (biannual); ICIM –international conference on infrastructure management, TBD (biannual); International conference on infrastructure resilience, TDB (yearly); International symposium on reliability engineering and risk management (ISRERM), TBD (biannual); Understanding Risk Forum, TBD (biannual); IABSE Conference 2019 'Towards a Resilient Built Environment – Risk and Asset Management', Portugal, 2019. 2

ERF will monitor future events and ensure good visibility of FORESEE. Partners will discuss relevance and key actions to follow in every communication meeting. ERF will track this activity by receiving following information from beneficiaries:

Conferences, seminars, workshops and meetings	Date, location	Size, audience	Partner	Link

Table 5.4: Overview of dissemination events

5.5.2 Organisation of workshops

FORESEE will include the organisation of a dedicated workshop for every case study (6 in total) with 3-day -Open Doors and training days to be organised by the respective case study leaders in M40:

- Tunnels and bridges on the Carsoli-Torano highway (Italy)
- Bridges on the Naples–Bari highway (Italy)
- Montabliz Viaduct (Spain)
- High-speed railway track and bridges (Germany)
- London Underground (UK)
- 25th April Suspended Bridge (Portugal)

The target audience will consist of transport infrastructure experts facing European network challenges. As such, workshops will gather stakeholders to show latest developments and will be also used as a brainstorming session for deployment of the FORESEE toolkit. The audience will particularly consist of representatives from scientific community, research institutions, academia, National Road Authorities, EU institutions, European associations or standardisation bodies, amongst others.

5.5.3 Final conference

A final conference will be organised in Brussels in M42 (February 2022) to mark the end of the project. The consortium will present the results of the project gathering representatives from National Roads Authorities, EU institutions, standardisation bodies, industry and road-users. The combination of representatives from both public administration and industry will be conducive to opening a constructive dialogue and collaboration for future initiatives at both EU and national levels, and continue working closely.

The final conference will aim to reach transport authorities at EU and national level, decision-makers politicians and industry stakeholders. The objective is to create an awareness-raising event, outlining solutions of the new technologies as well as benefits to society.

The ERF will coordinate this event in collaboration with all the partners and the project officer.

5.5.4 Network with other EU initiatives and building international cooperation

FORESEE partners' involvement in relevant past FP7 and ongoing HORIZON 2020 projects will facilitate collaboration and the clustering of actions, searching for synergies in the field.

FORESEE aims to be become a new international toolkit which benefits can be extrapolated in any third country outside the EU. This global vision will be used by its beneficiaries and its international network when seeking future partnership and cooperation with other projects, initiatives or platforms. The objective will be to exchange knowledge and share good practices with international counterparts on the impact of extreme events caused by humans or the nature.

As well, the FORESEE results will be presented to the standardisation community and its relevant Technical Committees dealing with transport infrastructure resilience opening a new communication channel.

Finally, active links will be established with European and National Technology Platforms (such as ECTP, ERRAC, ERTRAC, WATERBORNE) with a focus on market needs, policy guidelines, research expectations and institutional framework.

5.6 MONITORING OF DISSEMINATION ACTIVITIES

The dissemination and communication plan will be regularly assessed during the course of the project. The project consortium will agree on minimum thresholds for each dissemination activity. Evaluation will take place on an annual basis where real figures will be compared with the minimum thresholds.

The Table below describes initial quantitative targets for each of the dissemination tools to be deployed through the project:

Type dissemination	Type of audience	Channels	Number	Indicators	M18	M30	M42	Contents
Proactive Communication	General	Through newsletters, one-to-one communications, emailing	8	300 people	300 copies	300 copies	300 copies	Project progress events and relevant news
Dedicated Website	General	FORESEE website: interactive environment that will give access to all the aspects related to the research activities and will permit to collaborate and actively participate in the development.	1 (6 years minimum)	1600 visits	684 visits	1140 visits	1600 visits	Objectives, overview, partnership and public deliverables. Latest news.
Brochure, poster and video	General	Specific project brochure, poster, banner and video will be prepared for external communication.	2 Brochures, 1 poster, 1 banner, 2 videos	2000 people	1 brochure, 1 poster 2000 copies, 1 banner, 1 video		1 brochure, 2000 copies, 1 video	General information and Main results

Type dissemination	Type of audience	Channels	Number	Indicators	M18	M30	M42	Contents
Publications	Scientific community, Sectorial community (end users, managers, industry)	FORESEE partners will publish the results in the scientific literature, dedicated journals and magazines in the field of transport and construction. Moreover, results are intended also to be published through EC channels.	10	500 readers			10 publications	Publish project results
Case Studies	Scientific community, Sectorial community	6 Case studies will be disseminated among end users, infrastructure managers and to specialised citizens (industry and academics) through specific communications about the benefits and impacts of the resilience case studies.	6	6 (100 persons per case study)			6 case studies	Case studies (WP6)

Type dissemination	Type of audience	Channels	Number	Indicators	M18	M30	M42	Contents
Conferences and workshops	Scientific community, Sectorial community	FORESEE will be represented in a number of international conferences of relevance. The objective is to discuss specific research results and receive input and comments from outside the project, as well as to trigger new research projects.	8	800 people			800 people	Publishable project results.
		FORESEE will organise 2-day conference on EU-level at the end of the project.	1	300 attendees			300 attendees	Project results.
		FORESEE will organise 1 national workshop per case study.	6	300 attendees			300 attendees	Guidelines. Results. Case studies
Commercial fairs	Companies, end users	Exhibition fairs, transport domain.	4 congresses	800 visitors			4 congresses	Exploitable commercial results

Type dissemination	Type of audience	Channels	Number	Indicators	M18	M30	M42	Contents
Clustering Activities	With related EU and US research projects	Other FP7 and HORIZON 2020 projects, European and National Technology Platforms), US twining projects.	4 initiatives	200 people			4 initiatives	General information
Education	Univ students	PhD. arising FORESEE scientific developments by the universities involved in the consortium	3	3 PhDs			3 PhDs	Non confidential
Training	Infra manager and operators (public and private)	The 6 workshops with end users (1 per case study) (in WP8) will be used for training professionals	6	300 people			6 workshops	Project results requiring applicability training
	Industry	Technical dissemination within the industrial organisations through partner website and internal presentations	6	120 people			120 people	Project results

Type dissemination	Type of audience	Channels	Number	Indicators	M18	M30	M42	Contents
Standards	Standardisation bodies	Presentation of FORESEE solutions to relevant standardisation bodies as developed in Task 8.4	1 Technical Committee	5 presentations			5 presentations	Results related to novel solutions and demos

Table 5.5: Quantitative targets for dissemination

6 STAKEHOLDERS REFERENCE GROUP

A Stakeholders' Reference Group (SRG) will be appointed and steered by the Steering Committee.

The SRG will be leaded by a nominated chairperson who will be appointed in the first GenA and will attend SC meetings to inform about inputs received from SRG's experts and future needed feedbacks.

The core of the activities will be executed during WP3 and WP6, but the management of partnership activities related to dissemination and exploitation are part of SRG's task. The SGR will then develop valuable collaboration activities to benefit the project's research and development streams while simultaneously engaging specific audiences. The SRG Chairman will drive this collaboration reporting directly to Communication Task Leader, Work Package Leader and Coordinator.

Members of the SRG will include infrastructure owners and operators, academia, transport user's associations and logistics operators. The SRG may also include US partners. The inclusion of key stakeholders in the market serves two objectives: to ensure technical feedback and to raise awareness in the transport infrastructure sector of the FORESEE toolkit.

7 EXPLOITATION AND MARKET PENETRATION STRATEGY

Dissemination and communication actions will facilitate the future deployment of the exploitation and market penetration strategy being clearly linked. Separate Deliverables focussed on market exploitation (D8.3 and D8.6) will be developed in parallel.

The exploitation strategy is divided into two phases and will cover the following items:

• Exploitation Plan (focusing educational and commercial exploitation after the project)
• IPR issues and Customer Service

The objective of this report is to analyse the potential and opportunities for the commercial exploitation of the FORESEE foreground methods and tools on completion of the project and to maximise the impact of FORESEE on a societal, commercial and educational level across key stakeholder groupings. The exploitation strategy is a document containing the definition of target groups, user requirements, the activities each partner in the consortium is committed to carry out, the means to be adopted and the expected results of the strategy containing realistic business models.

The methodology incorporates the Business Model Canvas (BMC), a strategic management and lean start-up template for developing new or documenting existing business models. It is a visual chart with a series of elements which allows organisations to explore and describe their product's value proposition, infrastructure, customers, and finances. The basic structure of the BMC is set out below:

Table 7.0: Canvas Business Model

Each model includes the following content:
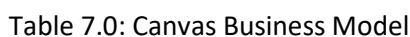
- Key Partners
- Key Activities
- Value Propositions
- Customer Relationship
- Customer Segments

- Key Resources
- Channels
- Cost structure
- Revenue Streams

The Business Model Canvas of each of the consortium members is used to focus their exploitation strategies for FORESEE on completion of the project:

- Overall Value Proposition of FORESEE
- The Ability to Provide Relevant Insight, Flexible Information Sharing &Collection amongst a range of end-users
- Search and Find Function
- Communication and Dissemination
- Disaster Preparation and Response Coordination.

The final FORESEE workshop will also be designed to enhance the exploitation potential of the project's result in addition to disseminating results. In terms of developing a clear view to market, a Business Model Canvas https://canvanizer.com/new/business-model-canvas or similar tool will be employed to enhance consortium partners' ability to focus on their particular strengths in the marketplace.

8 ANNEXES

Annex 1: Agenda Template
Annex 2: Meeting Minutes Template
Annex 3: Deliverable Template
Annex 4: PowerPoint Template
Annex 5: General Document Template