D7.1 DISSEMINATION AND EXPLOITATION PLAN

Document information

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<th>Document Number</th>
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<tr>
<td>Document Title</td>
<td>Dissemination and Exploitation Plan</td>
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<tr>
<td>Version</td>
<td>1.0</td>
</tr>
<tr>
<td>Status</td>
<td>Final</td>
</tr>
<tr>
<td>Work Package</td>
<td>WP 7</td>
</tr>
<tr>
<td>Deliverable Type</td>
<td>Report</td>
</tr>
<tr>
<td>Contractual Date of Delivery</td>
<td>31.08.2015</td>
</tr>
<tr>
<td>Actual Date of Delivery</td>
<td>31.08.2015</td>
</tr>
<tr>
<td>Responsible Partner</td>
<td>DBL</td>
</tr>
<tr>
<td>Contributors</td>
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<tr>
<td>Keyword List</td>
<td>Communication, Dissemination, Exploitation</td>
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<tr>
<td>Dissemination level</td>
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Document change record

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<th>Author (Unit)</th>
<th>Description</th>
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<td>First complete draft</td>
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<td>Status</td>
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<td>Review and comments</td>
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<td>31/08/2015</td>
<td>Final</td>
<td>A. Tedeschi, V. Ferraiuolo, S. Rozzi (DBL)</td>
<td>Final version reviewed and quality checked</td>
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Executive summary

Dissemination represents one of the core activities of the IMPACT project. The investigation of the essential role played by cultural factors in managing safety and security issues related to emergencies in public transport systems must be properly promoted and communicated to the key transport hub stakeholders, in order to foster the use of best practices and policy recommendations for policy makers, regulators, municipalities and public transport operators. The maximization of the information usage is based on the identification of groups of stakeholders who may be interested in the project findings, and on the personalization of the communication message for the stakeholder characteristics in terms of content, style and information support.

This document presents the IMPACT Dissemination Plan developed to promote the project and its results properly. The document illustrates the dissemination goals, the overall dissemination strategy and the dissemination activities performed so far. It also identifies the dissemination actions planned for the near future. The dissemination plan is currently at its preliminary stage and will be refined during the first year of the project.

The IMPACT main dissemination goals are to:

1. Inform the transport community about the project activities and goals;
2. Promote the use of project results for the future research activities and to support strategic policy decisions;
3. Disseminate best practices and policy recommendations for policy makers, regulators, municipalities and public transport operators.

This dissemination plan is designed to be a practical framework for IMPACT day-to-day communications activities and it will be updated in accordance with the evolution of the project. It is based on the identification of the desired outcomes of the dissemination, the definition and analysis of the audience that will be targeted by the communication and the definition of the strategy to achieve the desired outcomes.

The document is organised in four sections. Section 1 is an introduction of the IMPACT project and illustrates the high-level goals of the project and the main action lines. Section 2 is dedicated to the role of dissemination in the IMPACT project and the description of the dissemination strategy. Section 3 presents the dissemination actions expected in the near future. Section 4 presents how the project intends to measure the success of the dissemination actions and keep track of the communication impact. Section 5 illustrates the measure to undertake for the exploitation of the project results and knowledge beyond the project lifetime.
1 **PROJECT OVERVIEW**

IMPACT (Impact of Cultural aspects in the management of emergencies in public Transport) is a Coordination and Supporting Action (CSA) of the European Commission investigating the essential role played by cultural factors in managing safety and security issues related to emergencies in public transport systems.

The project is aimed at analysing the different cultural behaviours for the prevention of emergencies (with particular emphasis on risk and situational awareness perception of the different cultural groups; information to passengers with different socio-cultural backgrounds; cooperation towards prevention of security threats; security checks) and for the management of emergency events and post-events (with particular emphasis on crowd management; management of first responders to care for different cultural groups; information to passengers). This will help improve disasters’ policies and practices by taking into consideration socio-cultural and personal peculiarities, thus enhancing the overall security and resilience of European cities.

By developing an integrated framework aimed at better understanding the needs of various cultures during disasters and emergencies the project will:

- produce a cultural risk assessment methodology and the associated mitigation actions (in terms of response to identified cultural behaviours) for the public transport hub sector;
- develop agent-based computational models to simulate and validate cultural behaviours models and cultural-specific communication solutions;
- identify innovative solutions that can support public transport operators in improving the communication with passengers through dedicated messages to the different cultural groups, communities (via mobile phones and social networks) and other solutions to enhance the management of emergencies, considering cultural aspects;
- develop dedicated multi-lingual Computer-Based Training (CBT) material and procedures for both public transport operators and first responders;
- develop and disseminate best practices and policy recommendations for policy makers, regulators, municipalities and public transport operators.

The project is performed by a Consortium comprising 8 partners from 6 countries, including SMEs, Universities, one Large Company and a Public Body. The composition of the Consortium reflects the inherent intercultural and interdisciplinary approach of the project, involving as many countries as possible to be representative of the current European multi-cultural environment, and gathering an extensive expertise in different disciplines, from psychology, sociology and anthropology, to safety, security and emergency management and from computer-science to communication and event organization. Operational and regulatory knowledge is also granted.

IMPACT has a duration of 30 months, lasting from May 2015 to November 2017.

The project is structured around three main action lines:

- A systematic and well-focused selection and analysis of past research actions dealing with cultural aspects and security management.
- The identification and interaction with selected organizations/end users, in order to exploit a cultural-oriented approach to emergency prevention and management by tailoring these information on their needs.
- The identification of institutional stakeholders and the dissemination of information useful to promote a cultural-based approach for improving disasters’ prevention and management at a policy level.
IMPACT is expected to deliver the following results, customised for inter-modal transport hubs:

- **Result 1**: to produce a cultural risk assessment methodology and the associated mitigation actions (in terms of response to identified cultural behaviours) for the public transport hub sector.

- **Result 2**: to develop agent-based computational models to simulate and validate cultural behaviours models and cultural-specific communication solutions.

- **Result 3**: to identify innovative solutions that can support public transport operators in improving the communication with passengers through dedicated messages to the different cultural groups (via mobile phones and social networks), and other solutions to enhance the management of emergencies, considering cultural aspects.

- **Result 4**: to develop dedicated multi-lingual Computer-Based Training (CBT) material and procedures for both public transport operators and first responders.

- **Result 5**: to develop and disseminate best practices and policy recommendations for policy makers, regulators, municipalities and public transport operators.
2 DISSEMINATION OVERVIEW

The Communication and networking activities represent an important aspect of IMPACT project. The dissemination of IMPACT results to a broader community of users and to European Institutions is an inherent objective of a CSA dealing with many different stakeholders, from end-users, to policy makers, to industries and the general public. In order to foster the use of best practices and policy recommendations for policy makers, regulators, municipalities and public transport operators, the investigation of the essential role played by cultural factors in managing safety and security issues related to emergencies in public transport systems must be properly promoted and communicated.

Work Package 7 is entirely dedicated to the organization of the dissemination and exploitation tasks, aiming at:

1. Raising awareness of IMPACT’s activities and results and the value this will bring to all the relevant stakeholders and policy makers (e.g. in the scientific communities related to Safety and Security, Emergency Management and Multi-cultural studies, as well as within the potential user communities in the Transport and Urban domains);
2. Promoting the exploitation of the project results to further guide multi-cultural security research policies and research activities in the industrial and scientific domains.

The Dissemination task spans the whole project duration (30 months), communicating continuously in a consistent and distinctive way the project progresses and results, and engaging and involving all the categories of target audiences.

The IMPACT dissemination activities are designed to match the messages to be communicated with the target audience and the means used, with the end goal of achieving awareness across a multi-layered community. To do so, the dissemination plan is based on five pillars, each one detailed in this document:

1. **Define the key messages and the goals of dissemination:** identify the desired outcomes and the ways to achieve them. See [section 2.1](#).
2. **Identify the different stakeholders:** identify groups of stakeholders who may be interested in the project findings (general public vs. experts; internal audience vs. external audience). See [section 2.2](#).
3. **Tailor the information:** personalise the communication message based on the interests and needs of the stakeholders. Depending on the characteristics of the target audience, the communication message may vary in term of content, style and information support. Avoid the dissemination of sensitive/confidential information. See [section 2.3](#).
4. **Identify, plan and perform the communication and coordination activities:** identify a clear and coherent strategy for the project communication that takes into account the goals, the target and the proper communication means for each type of audience; the strategy will help the consortium in reaching the dissemination goals and ensuring continuity and consistency in the communication. See [section 3](#).
5. **Verifying the effect of Communication and Dissemination:** identify a set of indicators to keep track of the dissemination activities performed by the project and to monitor the progress of the dissemination. These indicators will help to determine if the dissemination strategy is achieving the expected results. See [section 4](#).

### 2.1 Dissemination goals

From the European Commission point of view, the role of the dissemination in research projects should aim at showing the relevance of the research outcomes and making better use of the results, by making sure that they are taken up by decision-makers to influence policy-making and by industry...
and the scientific community to ensure follow-up. In this perspective, the IMPACT dissemination goals aim to maximise the communication effectiveness and the exploitation of the project results by decision makers and other relevant stakeholders.

The key messages of IMPACT will regard the state-of-the-art of research and innovation on socio-cultural aspects of emergency prevention and management, with a focus on the transport domain. The project aims at becoming the one-stop gateway for knowledge and information exchange in cultural-based safety-oriented research. Therefore, the engagement of the relevant stakeholders and their trust in the results of the action are the key challenges to be achieved through the dissemination. The success of the dissemination tasks is also related to the extent of the communication directed toward the widest possible audience of stakeholders, both in the Transport, Emergency management and in the R&D domain.

Depending on the phase of the project and on the stakeholders expected involvement, the dissemination activities intend to achieve four main reactions:

- **Raising awareness** of the project and its work, making an impact on the target audience. This activity starts at the beginning of the project and lasts for all the project duration. The Consortium puts effort in making the project known, illustrating its objectives, scope and the value it will bring to all the stakeholders and research activity. The raising awareness reaction may be considered achieved if a wide audience is exposed to the dissemination and receives information on the project. The audience is expected to use the information provided in a conceptual way, meaning that the communication will affect levels of knowledge, understanding, or attitude towards the topic of the project.

- **Generating understanding** around the project activities, in the form of transferring key messages to the target audience verifying that the messages are correctly received and generate comprehension on the project itself. This activity can be considered as a follow up of the raising awareness one. After the first contact, the consortium periodically communicates the progresses and achievements of the project producing an instrumental use of the information by the target audience, i.e. usage that affects behaviours and practices. The achievement of this communication goal is reflected on follow-up discussions on the contents of the communication, requests for further information or uses project materials (documents, reports or dissemination material) for other research activities.

- **Engaging** the target audience in the use of the project results and findings and in further interaction between stakeholders, showing the relevance of the work in their own practices and collecting feedback and comments. Again, the audience engagement can be considered a step ahead in the communication process. The audience is actually involved in the IMPACT project and spends its own time and effort to use or promote the communicated contents; the engagement is reflected on the stakeholder actions performed to increase the impact and resonance of the communication.

- **Ensuring long-term impact** of the project research on the target audience. It is the most ambitious target of dissemination and consists in getting key messages to key decision makers (e.g. funding organisations and regulatory agencies) so that the IMPACT findings and results are taken up by decision-makers and could have an impact on future policies or practices. Long-term impact reflects on stakeholders and regulators’ research agendas and research programmes. The communicated message is used in a strategic way and influences the definition of policies and broad research themes.
2.2 Target audience

The Communication and networking activities are a second important facet to IMPACT. The communication of IMPACT results to a broader community of users and to European Institutions is an inherent objective of a CSA dealing with many different stakeholders, from end-users, to policy makers, to industries and the general public.

As stated before, a strategic communication relies on the clarification of targets, audience and message before deciding on which media to use to transmit the message. The IMPACT dissemination plan is designed to match the messages to be communicated with the target audience and the means used, with the end goal of achieving awareness across a multi-layered community. This is fundamental to tailor the communication and increase the possibility to reach the dissemination goals.

The IMPACT target audience has been categorised under three main clusters, with a different level of interest in the topic:

1. **General Public**: this cluster includes people/groups interested in the topic in general, such as workers in the Transport field. Audience with this level of interest acknowledges the importance of the topics dealt within the project and the benefits that may derive from the project research, even if it is not primarily involved in technical activities related to the topic. This audience looks for clear, useful, non-technical information: the project website and brochures are usually the main source of information for this audience.

2. **Specialised Audience**: this audience is made up of people directly affected by the outcomes and results of the project in their work, study, researches, etc. This target audience can be further break into several stakeholders segments such as:
   - **Research community**, which may gain from the IMPACT lessons-learnt and findings in similar or complementary research areas.
   - **Industrial Associations and Industries**, such as managers of stadiums, big cultural events, museum centres and meeting places, that will have better and more cost effective methods for improving safety and security;
   - **Safety and security managers of transport operators and infrastructures management organisation**, which will better prevent and manage emergencies in a multi-cultural environment.
   - **First responders such as Civil Protection, fire fighters, Red Cross and health organisations**, that will better interact with multi-cultural crowds in rescue and crises situations.
   - **Other Coordination and Support Actions (CSAs) and recent ongoing research projects on safety and security**. The former could be interested in networking activities in order to identify novel and widely supported research topics to consider as inputs for future work programmes, or to coordinate dissemination activities, while for the latter the opportunities and results achieved in IMPACT could contribute for a better and more efficient organisation of the research. A preliminary list of potentially interested CSAs includes:

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<tr>
<td>DARWIN</td>
<td>Expecting the unexpected and know how to respond</td>
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<tr>
<td>EDUCEN</td>
<td>European Disasters in Urban centres: a Culture Expert Network (3C – Cities, Cultures, Catastrophes)</td>
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### 3. Decision Makers:

Decision makers are responsible for the aligning of the end users and researchers. This category includes:

- **EU and other funding organisations** (e.g. representatives of the European Commission, H2020 Programme committee), for which IMPACT would be useful for the preparation and management of the research work-programmes;
- **Regulatory and safety agencies** (e.g. European Agencies and Institutions in the three Transport Modes, National Safety Authorities and Transportation Ministries), to which IMPACT would provide relevant information concerning the results of the most recent research initiatives;
- **Politicians, policy makers and society decision makers** (e.g. municipalities and decision makers of metropolitan areas, company management) to which IMPACT would provide an overview of the research and the impact it is having on major policies.

A preliminary list of decision makers and European Agencies we intend to address in IMPACT outcomes is presented in section 5.2.2.
The three categories of audience are expected to use the IMPACT information in different ways. A conceptual use of information, affecting levels of knowledge or attitude towards a research topic, is expected by the general public. The Specialized audience will use the communication in an instrumental way, influencing behaviour and practice. Finally, an effective IMPACT dissemination is expected to produce a strategic use of the communication by the Decision Makers, affecting the definition of policies and broad research themes. As a result, different roles in the same organisation may require different dissemination means and activities, using different languages, content types and levels of detail for each specific target. In such a way, the dissemination and networking strategy will ensure that the dissemination effort touches the target audience and produces a specific type of utilisation.

2.3 Dissemination approach

An effective and efficient communication requires that results are personalised for the different categories of stakeholders, in terms of content, style, format and information use. Personalisation will not be limited to information content, but it will consider also the style of the message and the means through which it is disseminated (e.g. document, report, web site, CD, seminar, forum). The IMPACT dissemination plan will identify the most appropriate set of means for each category of stakeholders.

Once defined the dissemination goals and identified the target audience of the communication, the dissemination strategy consists in an accurate matching between:

- the target audience characteristics and needs,
- the selection of the results to be communicated (tailored on the target needs),
- the identification of the proper content, means, formats, and language style to get the desired outcomes from the target audiences.

The dissemination strategy has to be planned and carried out as a long-term activity to allow the community of reference to mature their knowledge along with the evolution of the project.

A key role in the dissemination strategy is played by the project graphical identity. Each communication from the project has to be clearly recognizable and easily associable to the project itself. The consortium designed a dissemination pack for internal and external communication
containing the project logo and logotype, and deliverables and presentation templates. The coherence of the communication is particularly relevant for the external dissemination.

The main steps considered in the IMPACT dissemination strategy concern:

- The analysis of the peculiarities and interests of the three main clusters of stakeholders presented in the Target Audience chapter, and the identification of the reactions intended to be achieved through the project communication. This will help the consortium in fitting the information to broadcast to the stakeholders’ characteristics and expectations, in particular considering the fact that the communication is directed towards both technical and non-technical people, coming from different countries and cultures. It is also necessary to prepare promotional material in various forms, to ensure that each different category of stakeholder can access them in the most suitable format without losing consistency and credibility in the communication.

- The definition of the contents to promote related to the findings of the project. The contents of the dissemination will evolve during the project, as will the means supporting the communication; in the initial phases of the project, the focus will be on the project promotion through informative means such as brochures and website, while the communication of technical results deserves more specialized supports, such as scientific articles, presentation at conferences and seminars.

- The implementation of dissemination activities based on the status of the project and targeted on the audience, with the formulation of tailored dissemination messages for cluster of stakeholders, and the use of proper communication means per stakeholder in accordance with the needs and evolution of the project. Communication should always be conducted at different levels and by different and appropriate means: interpersonal communication should come along with mass-media communication.

Based on these premises, the map of stakeholders has been matched with the map of products considered as the most effective for each group of stakeholders; this match will be updated during the project, based on the project evolution and communication needs. The most appropriate possible communication means for each stakeholder have been identified as follows:

- **General public**: website, video, on line articles, flyers and brochures.

- **Specialised Audience**:
  - **Research community and research projects on safety and security**: website, video, flyers and brochures, scientific articles, presentation and posters, workshop, seminars and conferences.
  - **Industrial Associations and Industries**: website, video, flyers and brochures, presentations and posters, workshop.
  - **Safety and security managers**: workshops, scientific articles, policy papers, presentation and posters, seminars and conferences, ad hoc reports.
  - **First responders**: workshops, scientific articles, presentation and posters, seminars and conferences.

- **Other Coordination and Support Actions**: joint workshops, website, presentations and posters, joint events towards the EU and other research projects.

- **Decision Makers**:
  - **EU and other funding and advisory organisations**: website, scientific articles, policy papers, presentation and posters, workshop, seminars and conferences.
  - **Regulatory and safety agencies**: website, online articles, scientific articles, policy papers, presentation and posters, workshop, seminars and conferences.
  - **Politicians and society decision makers**: website, video, on line articles, flyers and brochures, presentation and posters, policy papers, workshop and conferences.
Some indicators have been identified to evaluate the effectiveness of the IMPACT dissemination. These indicators are presented in Figure 3 and discussed later in Section 4. The indicators are needed to the project to assess the achievement of expected reactions from the stakeholders respect to the dissemination activities.

![Figure 3: Mapping between dissemination goals and indicators of goals achievement](image-url)
Three types of dissemination actions are essential in the IMPACT project: the dissemination towards stakeholders group; the communication and networking with the other EU-funded actions; and the external dissemination towards the target audience.

### 2.3.1 Dissemination towards the External Stakeholders Group

One of the major strengths of the Consortium is the presence of organisations exploiting IMPACT results during their day-by-day-activities, i.e. port authorities, railways and airport operators.

To broaden the impact of the project, there is the need to increase stakeholders participation and involvement, such as National Security and Health Authorities, First Responder Organisations, Policy Makers and Regulatory Bodies, Transport Infrastructure Management Companies and other Security and Emergency domain experts.

To this aim, an IMPACT External Stakeholders Group is going to be set up. The External Stakeholders Group members are invited to participate in ‘ad-hoc’ meeting reviews and provide feedback to (intermediate) project results thus steering the overall work of the project.

IMPACT has planned three plenary 1-day External Stakeholders Group meetings at locations with good transport connections. It would be also possible that External Stakeholders Group members might be asked to participate in questionnaires or short phone interviews.

### 2.3.2 Coordination and networking with the other EU-funded actions

This task will ensure the coordination with other similar initiatives/projects, such as the CSAs dealing with the same topic and ongoing research projects on safety and security. These networking activities seek to create real synergies, exploring the possibility of coordinating the dissemination activity or better organising the research.

For further details on this activity, see section 3.1.6.

### 2.3.3 External dissemination and communication

External dissemination is directed towards all the stakeholders not aware and not involved in the IMPACT project. Therefore, the main purpose of external dissemination is raising stakeholder awareness of the project activities and achievements and engaging them in using the IMPACT findings. The external dissemination passes mainly through the promotion of the project via the website and other media communication, and via conferences / events attended by the members of the IMPACT consortium to present the project and its results. Both these actions aim at stimulating discussions and exchanging of information with the experts.

### 2.3.4 Security checks of publishable material

Any publishable material produced by IMPACT will be subject to a specific security/confidentiality check, to protect the project against breaches of confidential information.

The confidentiality check process is described in the following steps:

1. highlight in the considered documents the sections (or part of them) that may have confidentiality issues;
2. report them using the Excel sheet provided by the Security Advisory Group;
3. forward the report to the Security Advisory Group at least 4 calendar weeks before the submission deadline of the deliverable (also a report on the document consolidated draft is sufficient in this case);
4. the members of the Security Advisory Group will meet (physically or in call conference) to evaluate the proposed confidentiality issues and take appropriate decisions (including the possible involvement of the Project Officer in the loop);
5. the Security Advisory Group decisions will be then forwarded to the author to take the required measures.
For further information on this matter, see D8.1 section 3.4.9 “Ethical and Security checks of deliverables”.
3 DISSEMINATION ACTIONS

The dissemination will be both a collective activity managed by the entire consortium and an individual set of actions handled by a specific partner at the local level. To this regard, tailored messages and information using a multicultural approach through promotional video and messages will be disseminated thanks to the dedicated channels in airports, railway stations and ports.

The dissemination and networking actions can be divided into products and activities:

- The **Products** are the means used during the whole duration of the project, for example during a conference as a support for the dissemination activity or to communicate the achievement of its results.
- The **Activities** are events to attend, or to be organised by the project itself.

The most important of these are described in detail in the following sub-chapters.

3.1 Dissemination products

Based on the identification of the relevant stakeholders and their needs, several dissemination products have been selected to be used for the project dissemination. IMPACT intends to use both traditional dissemination means, such as conferences and papers, and new means of communication (e.g. social networks).

The dissemination products will be prepared and distributed in various forms (e.g. brochures, CD, videos, etc.). An effort will be made to present all these materials in alternative formats, ensuring that different audiences can access them in the most suitable format.

Distribution will be done via many means, but most effectively at organised presentations and forums. Other distribution channels include existing data bases dedicated to transportation and general interest transportation and travel magazines (this channel will be used to disseminate to a non specialised audience the more visible results that could be of interest for the general public).

For each dissemination activity identified or constructed by the consortium, the dissemination leaders will:

1. Select one or more dissemination objective(s);
2. Select one or more target audience(s);
3. Select the contents of the dissemination;
4. Evaluate the possible uses of the contents.

Based on this process, the dissemination leaders will identify the most appropriate mean(s) to use or will design new materials ad hoc for the dissemination event and the maturity of the project results. The dissemination means can be easily updated along with the evolution of the project, and the contents and type of message can be adapted to the dissemination activity. Each dissemination mean is expected to have a different impact on the target audience and will be used to achieve different dissemination goals.

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3 Such as the one of the Transport Research Knowledge Centre, or dedicated to EU co-funded projects such as the CORDIS database, or those specialised in a specific transportation mode, e.g. ARDEP for Aviation.
3.1.1 IMPACT dissemination pack

The dissemination pack is composed of a set of products associated with the project image, such as the logo and overall graphical identity. It is developed to give consistency to the project communication and to support awareness on the project. The logo and graphical identity will be a practical framework for all the IMPACT communication activities and products, and will evolve together with the evolution of the project.

The IMPACT dissemination pack contains:

- The project logo and graphical identity;
- Deliverable and presentation templates;
- Visual library and web elements.

3.1.1.1 Logo and graphical identity

The logo has been designed to give a conceptual representation of the project. It had to be graphically appealing, manageable and meaningful with respect to the project goals and activities. The logo is the basis for the project graphical identity: it determines the choices of the colours and fonts adopted in the document templates and in the dissemination products. It is the trait d’union of the project, which makes each element of the graphical identity immediately ascribed to the project, helping to consistently communicate and disseminate the project.

The visual identity of the project has been conceived with the aim of visually emphasizing the concept of delivering secure information to a multicultural crowd of passengers in the context of complex transport systems.

The conceptualization and the creative process have been carried out as a co-design session, through different iteration steps: design brief communication and acknowledgement, design of first proposals, feedback on proposals, refinement and rework, and proposal finalisation.
The driving will all along the process has been to simplify the sign without losing the richness and variety of the concepts that deal with IMPACT as a whole.

With those premises in mind, the logo and visual identity are friendly and colourful like the multicultural crowd, centre of the project, as well as the visual colour coding of the urban transport systems. The graphic style is fresh and modern thanks to the use of sans-serif typography, which plays a major role in the composition, while the concept of providing information is stressed using a different typeface.

From a technical perspective, the logo is versatile and can be applied across a variety of mediums and applications. It has been designed in vector format, to ensure that it can be scaled to any size, maintaining its features and its legibility.

3.1.1.2 Deliverable and presentation templates

The logo and visual identity have a practical application in the deliverable and presentation templates. Templates are crucial in reinforcing the consistent visual language of IMPACT: they must be coherent with the logo of the project and easily adaptable to the needs of the Consortium partners.

The templates have been provided to all the partners to be used for presentations, deliverables and other documents. Two formats of templates have been produced: a Word one for text documents such as deliverables; and a Power Point format for presentations.
Both document types have been personalised using distinctive colours and typefaces and through the formatting of table components.

Figure 7: Deliverable templates
3.1.1.3 Visual library and web elements

IMPACT will set up a visual library of the project to ensure that the communication balances textual and visual elements. The visual library is composed of photos, images, icons, banners etc. at project’s disposal.

The visual library includes a slider, showed in the home page of the project website, and four key figures.
**Why culture?**

Culture affects some key factors that are central in crisis prevention and emergency management.

These are related to personal and collective behaviour, and include:

- Response to stress
- Risk perception
- Situational awareness
- Reaction time
- The attitude to create groups with well-known people or people with similar cultural characteristics

**Crisis and emergencies**

A crisis is an event which threatens the integrity of an individual or organization.

The main sources of crises for transport hubs comprise:

- Natural disasters
- Accidents
- Health issues and diseases
- Security issues
- Malfunctions or damage to key IT equipment

IMPACT considers all of these scenarios within its research.

**Objectives**

IMPACT aims at:

- Analysing how emotional, psychological and social needs affect the way urban communities prepare to, and recover from, disaster.
- Increasing hubs' ability to recover from emergencies.
- Anticipating problems and identifying solutions to cultural problems that may arise during an emergency.
- Improving disasters' policies and practices and the effectiveness of disaster responders, by considering and better meeting every disaster victim's cultural and personal needs.

*Figure 9: IMPACT presentation slider*
3.1.2 Brochure and flyers

In connection to public events, printed flyers and brochures will be produced during the entire duration of the project to present projects goals, methods and findings. The structure of the brochures can be adapted to the type of conference and objective of the communication; they will be developed to be easily adaptable in terms of content and style. The textual content will be agreed with the partner attending the conference, so to be as tailored as possible to the conference and its public.

Figure 10: IMPACT key figures
The IMPACT brochures and flyers will always be up to date and available for download on the website.

### 3.1.3 Presentation and posters

Presentations and posters will be prepared for the participation to conferences, workshops and facilitation events. The presentations for external events should contain less textual information and will have a preeminent graphical aspect to attract the target audience. Also, they will contain the main project references such as the link to the project website and the contacts.

The public presentations and posters will be available on the project website and can be distributed to the people asking for them.

### 3.1.4 Video(s)

Videos represent an easy way to raise awareness about the project and communicate the main concepts related to the project. Promotional videos will be distributed through various channels (e.g. project and partners’ websites, dedicated social networks, dedicated web-tv channels like youris.com, etc.). The videos will be about the project concepts, methods or findings and will be directed to the general public as well as to the other stakeholders.

### 3.1.5 Scientific articles

Papers for scientific journals and conferences will be prepared and submitted as soon as the project delivers its first results. Partners are invited to submit publications in scientific journals and highly specialized media, and to a number of selected conferences and scientific events, to generate understanding on the project activities and engage the stakeholders.

The target audiences of the scientific dissemination activities can be classified as Core Targets and Ancillary Targets. Further refinements will be carried out during the project lifecycle.

1. **Core targets:**
   - Safety and Security scientific community and research institutions.
2. **Ancillary target:**
   - Academic Institutions working in socio-psychology of crowd and multicultural aspects of emergency management.
   - Research in Transport and integrated Transport modes.

A preliminary non-exhaustive list of journals is provided in Table 1.

<table>
<thead>
<tr>
<th>Scientific Journals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Journal of Contingencies and Crisis Management, John Wiley</td>
</tr>
<tr>
<td>Society for Risk Assessment (SRA) Journal</td>
</tr>
<tr>
<td><a href="http://www.sra.org/sra-journal">http://www.sra.org/sra-journal</a></td>
</tr>
<tr>
<td>International Journal of Risk Assessment and Management</td>
</tr>
<tr>
<td>Journal of Transportation Security</td>
</tr>
<tr>
<td>Journal of Risk Research</td>
</tr>
<tr>
<td><a href="http://www.tandfonline.com/loi/rjrr20#.VY5AD0aXTvs">http://www.tandfonline.com/loi/rjrr20#.VY5AD0aXTvs</a></td>
</tr>
<tr>
<td>Journal of Air Transport Management</td>
</tr>
<tr>
<td>Website</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td><a href="http://jasss.soc.surrey.ac.uk/JASSS.html">http://jasss.soc.surrey.ac.uk/JASSS.html</a></td>
</tr>
<tr>
<td><a href="http://icc.sagepub.com/">http://icc.sagepub.com/</a></td>
</tr>
</tbody>
</table>
Parabellum
BUSINESS REVIEW, Naval Academy in Gdynia Bulletin

**Specialized Medium**
European Programme for Critical Infrastructure Protection Newsletter

ISCRAM Newsletter
http://www.iscram.org/taxonomy/term/21

<table>
<thead>
<tr>
<th>Table 1: List of provisional Journals for IMPACT scientific dissemination</th>
</tr>
</thead>
</table>

A core objective of dissemination activities to these communities is to communicate the EC investment in developing highly innovative capabilities that support the creation of novel Safety and Security methodologies and tools, integrated with multi-cultural and socio-psychological aspects that may enhance the overall safety and security of European Citizens during emergencies.

In order to boost dissemination among the scientific community, the Consortium is committed to making every effort to fully adhere to the Special Clause 3934, which in H2020 aims to ensure that the results of research funded by the EU are made widely available for free to the largest possible audience.

IMPACT will follow the European guidelines on the large-scale accessibility of project findings. A Green Open Access standard will be adopted. The articles produced in the framework of the project will be archived in an Online Open Access Repository. At first, all articles resulting from IMPACT will be available on the project website. The consortium will then identify an appropriate Open Access repository and will also try to use the Open Access repository that the Commission is planning to create. The consortium will also target the "gold" Open Access standard by publishing articles on relevant Open Access Journals (i.e. International Journal of Critical Infrastructure Protection) which provide immediate open access to all of their articles, usually on the publishers' website.

The consortium will make every effort to ensure green open access to these articles within six months from the date of acceptance for publication. To that end, both the final published articles (publisher's final version of the paper) and the final peer-reviewed manuscripts.

### 3.1.6 Press releases

Press releases are official statements that are sent to targeted members of the news media to announce something newsworthy, so that it can be publicised. A press release is a short, compelling news story, whose goal is to catch the interest of a journalist or publication.

At least two press releases will be released during IMPACT lifecycle: one at M12 and the other at M30 (i.e. at the end of the project). Press releases will be translated in the national languages of all the partners and will be distributed to press agencies of their countries to ensure proper circulation of the information.

### 3.1.7 Social networks

In defining new channels for disseminating the project outcomes, the consortium also considered to test the potentiality of social media applications such as LinkedIn and Twitter.

These channels help open up discussion around the project topics as much as possible, in particular toward the general public. However, the effectiveness of these dissemination means has to be evaluated after six months from their implementation, in order to decide whether to keep them as part of the dissemination activities or not.

The two social media were chosen with different aims:

- LinkedIn, as a professional social network, helps in attracting a group of interest that can exchange information and discuss about the project and its findings. This group may also involve the partners of the Consortium and members of the External Stakeholders Group.
• Twitter supports short and focussed communication aiming at promoting news about the project (e.g. participation to events, deliverables released) and giving it global visibility. It can also be used to follow relevant actors for the project, giving the possibility to retweet their status in case it is of interest for IMPACT.

As the two channels strongly differ from each other, they have to be used in different ways. The following table shows some dos and don’ts for each channel.

<table>
<thead>
<tr>
<th>Dos</th>
<th>LinkedIn</th>
<th>Twitter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide periodical updates on the project, at least one update every two weeks</td>
<td>Make a wide usage of pictures to support the communication, this will improve the likelihood to be viewed and retweeted</td>
<td></td>
</tr>
<tr>
<td>Share interesting content related to IMPACT to involve audience</td>
<td>Use hashtags to define the field of the communication and ease the information search by twitter users</td>
<td></td>
</tr>
<tr>
<td>Communicate in a professional yet friendly way</td>
<td>Define in advance the communication strategy and the relevant account to be followed, being as much focussed as possible</td>
<td></td>
</tr>
<tr>
<td>Set up public pages to attract active LinkedIn users; this will ease their participation in the discussions</td>
<td>Be active, making at least two/three actions (tweets, retweets) per week</td>
<td>Participate to other users’ discussions with tags, like and retweets</td>
</tr>
</tbody>
</table>

Table 2: Dos and don’ts on the use of LinkedIn and Twitter for IMPACT dissemination

### 3.1.8 Website

The IMPACT website (www.impact-csa.eu) has an essential role in the project dissemination. It is the principal mean of communication of the project objectives, activities and results, also providing information on the structure of the Consortium and the External Stakeholders Group set up in the project. The website will offer a wide range of functionalities, including document download, links to other relevant projects’ websites and contact information.

The public website will facilitate communication and interaction within IMPACT and will also improve dissemination to specialists, potential users, politicians and public funding authorities, as well as the general public. It will be updated on a regular basis with public information about IMPACT progresses, status of the activities, dissemination events organised, news and any other relevant communication.

Particular attention has been given to the usability and simplicity of the website in order to facilitate the users in the information search and the contents’ comprehension. The information provided by the website has been categorized in a logical and significant way, and the pages have been organized in a simple layout with clear sections and texts.

Deep Blue is responsible for the graphical layout, the information architecture and technical implementation of the website. The partners of the consortium will contribute to the website by providing information, documents, news, or any other material that they consider useful to
disseminate the progresses of the project. All the contents must be approved by the Project Manager before being published.

From a graphical point of view, the website maintains coherency with the project style and image. White is the dominant colour of the website and constitutes the neutral basis where the texts and the colourful logo and images are easily highlighted.

Attention has been paid to reach balance between the white background, the texts and the colourful elements in each page, to ensure that the overall look is that of an inviting but trustworthy website.

A colourful yet clean look is obtained by using appropriate graphical elements (e.g. colourful boxes, quotes, customised bullet points) that enliven the website maintaining the readability of the texts.

The website contents are organized in eight categories:

- **Home**, with general information about the project;
- **About**, illustrating the context in which the project takes place;
- **Objectives**, describing the main objectives of the project and the conceptual framework;
- **Expected results**, detailing the results expected from the project;
- **Workplan**, outlining the workflow of IMPACT;
- **Consortium**, containing the links to the website of the members of the Consortium and of the External Stakeholders Group;
- **Events&News**, constantly updated with all the latest news about the project and the next events, where IMPACT will be involved, both as participant (external) and as organizer (internal), with a short description of the event itself.
- **Download**, a section reserved to the downloadable products of the project, comprising Dissemination materials, Deliverables and reports and Publications and papers.

The pages layout is composed by three main sections:

1. Header: it includes project logo, main menu and social link (Twitter, LinkedIn and contact page, to allow the visitors to contact the right people in case they need information about the project).
2. Content area, varying from page to page.
3. Footer, with links to recent news and EU disclaimer.
From a technical point of view, in order to make possible the development of a secure, reliable and dynamic website, a professional hosting service providing a database service (MySQL) and backup features was chosen.

The website has been developed using a Content Management System (CMS) technical platform that allows an easy management of the contents and the sections of the website, and is open to future modifications and add-ons. The CMS is an extendible platform, allowing the integration of future
functionalities and tools, for example slideshows and photo galleries. A CMS provides an easy to use interface for directly modify structure, contents and images, a powerful tool for managing different type of users (editors, administrators, etc.) and the automatic management of dynamic contents. Moreover, it helps a technically reliable website, in terms of data security, available bandwidth, etc. Among the CMSs available off the shelf, we selected the one considered the most reliable, supported from a documentation point of view and flexible, Wordpress (www.wordpress.org).

In order to improve the IMPACT website positioning on the major search engine (such as Google, Bing!, Yahoo, etc.) Search Engine Optimization (SEO) functionalities were enabled. This functionality increases the possibility of being correctly identified and proposed to users by search engines.

To monitor the website usage and accesses an analysis tool is used, Google Analytics. It provides any kinds of information about the website: visitors, traffic sources, most viewed contents, etc. It is a helpful means to identify possible problems, to increase its efficiency, to evaluate the website impact and effectiveness.

3.2 Dissemination activities

The dissemination activities are events to attend, or to be organised by the project itself. This initial plan is based on the current schedule of the project: it will be necessary to be flexible so that we will be able to react in a timely and effective way to a number of dissemination opportunities.

The following list describes the various events contributing to dissemination.

3.2.1 IMPACT public events

Forums allow bidirectional communication between the organiser and the invited audience. Different audiences, like specialists from organisations participating in other projects relating to safety and security, and people from organisations not involved in these projects, can be brought together and have the possibility to present their respective positions or provide feedback on the project. Forums also offer the Consortium the opportunity to present IMPACT to a broad public of safety experts.

IMPACT will organise two forums to communicate the project approach and results.

- The first forum will target the general public (through the press and the media) and other EU co-funded projects and will probably be held at M18.
- The second forum will target the participation of EC officials, policy makers, main players of the Security, Safety, Emergency Management and Transport domains and related operators and industries. This forum targets stakeholders that could have an impact on policies or practices, with the purpose of engage them and collect their feedback on the project results. This forum will probably be held at M30.

Three other meetings, involving the External Stakeholders Group, are foreseen during the project duration. The first one will possibly be held at M7 (23-24 of November, in Amsterdam), while the others may be associated to the two aforementioned public events.

3.2.2 External events and conferences

These include conferences, other workshops and invited speeches. National and international conferences and other dissemination events are an important opportunity for the partners to both disseminate and refine the project work: they will not only share information with experts in the field, collecting feedbacks from qualified audience, but also have the occasion to internally coordinating their work.

Partners will be invited to submit paper proposals to selected conferences and journals to promote the project and to be active in creating occasions for academic dissemination through publications and other relevant opportunities. The events will be selected among those focussed on Safety and Security, Emergency Management and Multi-cultural studies, depending on their relevance and on the attractiveness for the stakeholders.
Conference attendance is a means to promote the project and its goals, and possibly to involve recently started projects that could be interested in IMPACT topic. Once the project delivers its first concrete results, scientific communication will become more active and relevant: the Consortium is then required to keep a proactive attitude not simply attending the conferences and presenting a paper or a poster, but actively organising workshops, seminars or special session during the conferences days. This will give more relevance to the project.

Below the preliminary list of external events attended or programmed for the project duration:

<table>
<thead>
<tr>
<th>Conferences/fairs/events</th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="http://www.traconference.eu/">http://www.traconference.eu/</a></td>
</tr>
<tr>
<td>14th World Conference on Transport Research, 10-15 July 2016, Shanghai, China</td>
</tr>
<tr>
<td>ICRAM 2016: 18th International Conference on Risk Assessment and Management, Amsterdam, The Netherlands, August 4 - 5, 2016</td>
</tr>
<tr>
<td><a href="https://www.waset.org/conference/2016/08/Amsterdam/ICRAM">https://www.waset.org/conference/2016/08/Amsterdam/ICRAM</a></td>
</tr>
<tr>
<td>ICRAM 2017: 19th International Conference on Risk Assessment and Management, Amsterdam, The Netherlands, August 6 - 7, 2017</td>
</tr>
<tr>
<td>ATRS: Air Transport Research Society Conference</td>
</tr>
<tr>
<td><a href="http://www.atrsworld.org">http://www.atrsworld.org</a></td>
</tr>
<tr>
<td>Intermodal ASIA 2016</td>
</tr>
<tr>
<td><a href="http://www.intermodal-asia.com">http://www.intermodal-asia.com</a></td>
</tr>
<tr>
<td>The 2016 International Crisis and Risk Communication Conference</td>
</tr>
<tr>
<td><strong>MABS/AAMAS</strong>: Multi-Agent-Based Simulation (MABS) workshop, held at the International Conference on Autonomous Agents and Multi-agent Systems, 9-13 May 2016, Singapore</td>
</tr>
<tr>
<td><strong>IAT</strong>: Intelligent Agent Technology Conference, date and location TBD 2016, 2017</td>
</tr>
<tr>
<td><strong>SOCINFO</strong>: International Conference on Social Informatics, date and location TBD, 2016, 2017</td>
</tr>
<tr>
<td><a href="http://socinfo2015.csp.escience.cn/dct/page/1">http://socinfo2015.csp.escience.cn/dct/page/1</a></td>
</tr>
<tr>
<td><strong>SOCIALCOM</strong>: International Conference on Social Computing and Networking, date and location TBD, 2016, 2017</td>
</tr>
</tbody>
</table>
### ICAART: International Conference on Agents and Artificial Intelligence, 24-25 February 2016, Rome, Italy
http://www.icaart.org/

### ECAI: European Conference on Artificial Intelligence, date and location TBD, 2016
http://www.eca2014.org/

### ECMS: European Conference on Modelling and Simulation, 31 May – 3 June 2016, 2017, Regensburg, Germany
http://www.scs-europe.net/conf/ecms2016/index.html

### ICAAMS: International Conference on Autonomous Agents and Multi-agent Systems, 13-14 June 2016, Venice Italy
https://www.waset.org/conference/2016/06/venice/ICAAMS

### ESSA: The Twelfth Conference of the European Social Simulation Association, date & location TBD, 2017
http://www.essa2015.org/

Human Factors and Ergonomics Society International Annual Meeting
http://www.hfes.org/web/HFESMeetings/2015annualmeeting.html

International Conference on Applied Human Factors and Ergonomics
http://www.ahfe2015.org/

International Conference on Applied Psychology
https://www.waset.org/conference/2015/05/tokyo/ICAP

International Conference on Traffic and Transport Psychology, Brisbane, Australia, 2-5 August, 2016

19th International Conference on Disaster and Emergency Management, Rome, Italy, 5-6 March, 2017


19th International Conference on Disaster and Emergency Management, Paris, France, 29-30 March, 2017

World Conference on Disaster Management, 15-17 June, 2017, Toronto, Canada

International Conference on Critical Information Infrastructures Security (CRITIS), Berlin, Germany, October 5–7, 2015
http://www.critis2015.org/home/

Critical Infrastructure Expo

European Safety and Reliability Association (ESREL)
http://www.esrahomepage.org/conferences.aspx

Behavioral Safety National Conference

International Crowd Management Conference (ICMC)

International Conference in Venue and Event Safety (ICVES)

Emergency Management Conference

Information Systems for Crisis Response and Management Conference (ISCRAM)
Table 3: List of provisional External events for IMPACT dissemination

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
<th>Location</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>27 October 2015</td>
<td>South East Europe Rail Development, Serbia, Belgrad</td>
<td>Serbia, Belgrad</td>
<td>International Railway Transport Conference</td>
</tr>
<tr>
<td>25-27 November 2015</td>
<td>Smart Rail Asia, Thailand, Bangkok</td>
<td>Thailand, Bangkok</td>
<td>International Railway Transport Conference</td>
</tr>
<tr>
<td>17-19 February 2016</td>
<td>IRITS, Austria, Vienna</td>
<td>Vienna, Austria</td>
<td>International Railway Transport Conference</td>
</tr>
<tr>
<td>June 2016</td>
<td>Balt Military and Safety Expo Gdańsk (Fair)</td>
<td>Gdańsk, Poland</td>
<td>International Railway Transport Conference</td>
</tr>
<tr>
<td>June 2016</td>
<td>Antiterrorist exercises named &quot;Kaper&quot; organized by Maritime Office in Gdynia</td>
<td>Gdańsk, Poland</td>
<td>International Railway Transport Conference</td>
</tr>
<tr>
<td></td>
<td>Safety of Maritime Ports</td>
<td>Poland</td>
<td>International Railway Transport Conference</td>
</tr>
</tbody>
</table>

3.2.3 Internal dissemination

As the IMPACT Consortium comprises only eight members, the internal sharing of information among partners is quite easy, not needing specific actions.

To further maintain awareness of the status, evolution and achievements of the project, project participants take advantage of the public website and of a tool (TortoiseSVN) designed to share all the internal information and materials produced during the project.

3.2.4 Links with education

During the project, Consortium partners will identify opportunities to organise conferences dedicated to local students in secondary and higher education, in order to involve them in the project topics.

IMPACT will also evaluate the possibility of develop serious games (or similar products) to make the participation of the students more active and absorbing.

4 Monitoring the Impact of Dissemination

Several indicators have been identified to keep track of the progress of the dissemination and infer the communication success, in order to determine if the dissemination strategy is achieving the expected results. These measures and, whenever possible, quantitative indicators, can be refined and integrated during the project evolution.
Among the criteria to evaluate our communication and dissemination success, the following can be mentioned:

- conferences and events attendance,
- peer-reviewed publications,
- feedback from the External Stakeholders Group.

Specific success indicators will be defined in the early stages of the activity. IMPACT will adopt the most widely cited framework for research impact assessment: the Payback Framework that classifies the impact under five impact categories. The list of indicators should be adapted to the research field of emergency management and cross-cultural issues and on the typology of funding scheme (i.e. IMPACT being a CSA).

The main direct measure of the IMPACT communication is the changes in the research, in the policy agenda and in the practice reflecting the project’s work and findings.

Other indirect measures of the communication effectiveness are related to the number of references to the IMPACT results in the stakeholders official documents, for example the citation of the project or its methodology/results by Funding Bodies, other research projects or other parties (e.g. at academic conferences etc.).

Other general measures identified to monitor IMPACT influence are:

- **Media coverage & press publications.** This is the simplest form of measurement, since IMPACT will record the number of online articles and scientific articles published on national and international journals. The partners will be also requested to track and document the reached audience, and to point out the evidence of debates in the media about the project and its topics. Finally, the number of references in other scientific publications should be considered in this measure.

- **Number count of publicity material.** As for the press publication, this measure consists in a count of the number of news, brochures, posters and other dissemination means during the course of the project.

- **Record of contacts.** The consortium will keep track of contacts at the events and of the number of people asking for feedback or more information, record the website access and people subscribed to the mailing list, track the contacts on the social network and the people involved in the project discussions.

- **Number of attended events.** IMPACT will record the number of external dissemination events attended by the partners for the promotion or presentation of the project. The dissemination leader will take note of the characteristics of the events, the dissemination products presented (e.g. paper, poster, presentation, brochure and so on) and feedback from the audience. These pieces of information will give an idea of the potential audience reached.

- **Participation in project events.** Number of people attending the IMPACT facilitation events and characteristics of the audience will be recorded, together with the feedback and comments received during and after the event.

- **Website statistics & Search Engine performance.** The consortium will use Google Analytics to monitor the website number of visitors, the bounce rate and the position on the search engine. Other data collected on the project website will be: duration of visits, most visited pages, traffic sources, time spent on the website, referral traffic, geographical distribution of the visits.

### 5 EXPLOITATION AND SUSTAINABILITY PLAN

In accordance with the Grant Agreement (section 28.1 Obligation to exploit the results), each beneficiary must — up to four years after the period set out in Article 3 — take measures aiming to ensure ‘exploitation’ of its results (either directly or indirectly, in particular through transfer or licensing; see Article 30) by:
• using them in further research activities (outside the action);
• developing, creating or marketing a product or process;
• creating and providing a service, or
• using them in standardisation activities.

Task 7.5 - Exploitation and IPR Management (DBL, M7-M30) is in charge of developing the exploitation plan, examining the IPR issues of the project, addressing other market related assessments, including risk analysis, exploitation strategies and new business opportunities. At the end of the project, this task will deliver a report about results of exploitation and opportunity for the multiplication of IMPACT results.

In order to maximise the impact of the IMPACT project and the successful exploitation of the project results with limited resources, the project will assess:

a) the factors influencing stakeholders' acceptance of solutions suggested by IMPACT and the actual use of the tools developed;
b) the factors influencing the influence of IMPACT solutions in characteristic usage scenarios;
c) the feasibility of the implementation of measures that shall ensure the sustained utilisation of the IMPACT outputs by the target users and the appropriate tailoring of the project's methodology/products according to their needs;
d) the feasibility of uptake activities for promising, but not yet established technical solutions after the project has ended.

Measures a) and b) cover the innovation environment today and relevant future trends that will influence the use of the IMPACT solutions. The first step entails the selection of users to be engaged in a case-based evaluation assessing the applicability of the outputs of certain work packages to the respective application needs.

Measures c) and d) are jointly investigated in a feasibility study. Firstly, this study will address the ways of identifying and involving stakeholders that are interested in, and capable of following-up and validating the IMPACT achievements. The feasibility of obtaining their commitment to do so even beyond the project lifetime will also be assessed. The perceived economic impact of IMPACT and the perceived impact of R&D results on the research community will be discussed with relevant stakeholder groups, at conferences and in interviews. The outcome of these discussions will be collected and reported in order to highlight the importance of sustained access to the IMPACT results and achievements. DBL and PROPRS have already established a solid network over the years among the safety and security stakeholders in different domains from which to gather feedback.

Secondly, the feasibility study will assess which uptake activities are the most appropriate for technical solutions envisaged by IMPACT that are not yet fully established. This feasibility assessment will take into account the analysis of the economic and technical factors influencing the use of solutions suggested by IMPACT. It will also investigate which groups of stakeholders should be involved in fostering future uptake. The technical, organisational and economic feasibility of activities (assessments, trials, validation exercises) after the project has ended will be assessed. All these assessments will be performed in close contact with experts and users inside and outside the IMPACT project. The output of these studies will be cost-benefit analysis of the proposed solutions:

• recommendations for topics to be stressed in dissemination, to ensure acceptance and to achieve maximum impact in a target community;
• identification of interlocutors, strategies and measures to ensure the sustained use and update of the IMPACT contact database, including priorities for action;
• priorities for measures and activities to promote uptake after the project has ended, in order to further develop and exploit the IMPACT results.

5.1 IMPACT exploitable results

The main exploitable results deriving from the project are the following:
Table 4: Exploitable results

5.2 Global valorisation of IMPACT innovative outcomes

Exploitation and innovation management are quickly becoming a critical requirement for enabling sustainable Research and Innovation Actions to properly exploit all their relevant innovative outcomes (new ideas, new methods, new concepts, new prototypes/products, new services, etc.).

An overall perspective of the complete set of project activities is the basis for the definition of the exploitation activities to be carried out during the project. According to the maturity of the results, different levels of exploitability could be envisaged.

Controlling and monitoring the exploitation process is an extremely complex task, involving the effective management of many different activities and the collaboration of partners with different expertise.

The IMPACT plan for exploitation activities includes the following steps:

1. Identify specific technical results, market and organisational issues for innovation resulting from the specific WPs activities,
2. Identify the range of potential users or stakeholders potentially impacted by innovative results,
3. For each project result:
   a. manage IPR issues,
   b. carry out a periodic SWOT analysis,
   c. monitor the maturity level,
4. Define exploitation measures for project results addressing the range of potential users and possible uses,
5. Identify impact and uses, including: research, commercial, trigger of new investments, social, policymaking, in terms of their pushing potential towards new standardization, regulation and certification standards,
6. Monitor resulting knowledge, identifying potential use, further research paths, and exploitation benefits.

All this process is iterative and will be carried out at least every 6 months and/or at major Milestones during the IMPACT project by using the template contained in ANNEX A.

5.2.1 IMPACT innovative approach

The aim of the IMPACT project is to study how culture plays a role in preventing and managing safety and security related emergencies in transport hubs and urban transport networks.
In particular, IMPACT aims at:

1. Analysing the different cultural behaviours for the prevention of emergencies (preparedness) with particular emphasis on:
   a. risk and situational awareness perception of the different cultural groups;
   b. information to passengers;
   c. cooperation towards prevention of security threats;
   d. security checks, including physical inspections.

2. Analysing the different cultural behaviours for the management of emergency events and the post-events with particular emphasis on:
   a. crowd management;
   b. management of first responders to care for different cultural groups;
   c. information to passengers.

Main innovative outcomes of the IMPACT CSA will be:

1. Producing, based on the results of phases 1 and 2, a cultural risk assessment methodology and the associated mitigation actions for the public transport sector also developing simulators and models;
2. Identifying innovative solutions that can support public transport operators in improving the communication with passengers through dedicated messages to the different cultural groups (via mobile phones and social networks) and other solutions;
3. Enhancing the management of emergencies considering cultural aspects; developing best practices, dedicated training material and procedures for both public transport operators and first responders;
4. Developing policy recommendations for policy makers, regulators, municipalities and public transport operators.

The IMPACT innovative approach will provide a theoretical framework for the analysis and modelling of crowd socio-cultural interactions and behaviours during emergencies, and will develop new supporting measures for transport stakeholders to tackle with these issues. Research and practical solutions addressing these topics are lacking, and IMPACT will provide new means and methods to address multicultural aspects before and during crisis events. IMPACT will mainly study the Transport sector, but a dedicated task will generalize and customize its results for other domains of application (e.g., shopping mall, sport and music events, demonstrations, etc.)

5.2.2 Stakeholders interested in the valorisation of IMPACT results

Interested decision makers are responsible for the aligning of the end users and researchers. They include Policy Makers such as municipalities and decision makers of metropolitan areas, company management, Representatives of the European Commission, H2020 Programme committee, Representatives of Regulators, European Agencies and Institutions in the three Transport Modes, etc.

A preliminary list of decision makers and European Agencies interested in IMPACT outcomes includes:

- IMO – International Maritime Organisation - [www.imo.org](http://www.imo.org)
- ESPO – European Sea Ports Organisation - [www.espo.be](http://www.espo.be)
- FEPORT – Federation of European Private Port Operators - [www.feport.eu](http://www.feport.eu)
- UIC – International Union of Railways - [www.uic.org](http://www.uic.org)
- UITP – International Association of Public Transport - [www.uitp.org](http://www.uitp.org)
- CER – Community of European Railway and Infrastructure Companies - [www.cer.be](http://www.cer.be)
- RAILPOL – European network of Railway Police Forces - [www.railpol.eu](http://www.railpol.eu)
- ECAC – European Civil Aviation Conference - [www.ecac-ceac.org](http://www.ecac-ceac.org)
5.2.3 Mainstreaming and multiplication

The exploitation is split in two components: mainstreaming and multiplication. Mainstreaming addresses the decision-makers in order to convince them to introduce/take into account the results/products of a project, while multiplication is more focused on persuading individual end-users to adopt those products. This usage can be either within partnership or outside, at local, regional, national or European level.

IMPACT will foster both mainstreaming and multiplication activities, with a particular focus on mainstreaming being a CSA.

Influencing high-level change in policy and regulations, together with the public opinion, is a real possibility if project partners will co-operate effectively and at the right levels. This is essentially a process of networking with all relevant stakeholders, so building contacts and attending meetings is vital – which is hard work but the only way. The European Commission, European and National Agencies, National Committees and Programme Committees organise events to facilitate such cooperation.

The IMPACT project has a dedicated WP (i.e. WP6 ) for Coordination and Networking activities that will support the adoption of the IMPACT main outcomes and supporting measures (i.e., Cultural-based Risk Assessment Methodology., Cultural –based Communication Guidelines and the Cultural-based Training Package) by National Agencies and Ministries as well as EC institutions. Policy papers and White papers will also be provided to the EC for informing future R&D on the subject and future policy making activities.

Multiplication will be also be targeted to make the IMPACT project sustainable.

Other EU R&D projects, as well as end-users in the Transport domain will be contacted and actively involved in the IMPACT Validation, Dissemination and Exploitation activities.

The External Stakeholders Group will be a first set of relevant stakeholders to collaborate with. It will be enriched and complemented during the whole project life-time.

5.3 Individual partner exploitation plans

The IMPACT Consortium includes SMEs, Universities, one Large Company and a Public Body. Such different entities also have different exploitation needs and possibilities; therefore, partners’ exploitation paths differ from each other.
5.3.1 DBL

Deep Blue will mainly exploit project IMPACT results in its consultancy and training activities for public and private organisations in the Airport and Air Traffic Management domains and, more in general, in other complex socio-technical domains such as Maritime and Railways Transport, Healthcare and Oil & Gas domains.

The problem of taking into account socio-cultural differences in preventing and managing emergencies in complex environments such as Transport Hubs will become explosive in the future, because of increasing multiculturalism in modern societies.

IMPACT solutions will represent a very important contribution for the SESAR 2020 programme (targeted to the re-definition and management of Single European Sky in next decades). Ensuring new methods and tools to carry out an innovative Security Risk Assessment methodologies and Training Packages integrated with socio-cultural aspects will provide a significant commercial advantage to the companies that have developed and formalised the related concepts in the Civil Aviation Domain.

Societal and economical aspects, together with a proper communication of Security issues to passengers and airport operators will become very relevant for Policy makers, Regulators and Industries in the Aviation domain.

Secondly, Deep Blue will further re-adapt IMPACT solutions and ideas in future R&D proposals and projects on similar topics, also exploiting IMPACT partnerships and collaborations.

5.3.2 PROPRS

The PROPRS role in IMPACT is mainly centred on the following activities:

- the cultural risk assessment methodology definition;
- the consequent production of cultural risk Computer Based Training (CBT) material;
- the generalisation of IMPACT findings for other urban environment.

All the above tasks are fully in line with PROPRS consultancy activities. The company will add to the existing portfolio of safety and security risk management competences the new topic of characterising crowd behaviour for both safety and security matters according to cultural differences.
The current PROPRS business is centred on more traditional approaches of safety and security risk assessment. Therefore, this new knowledge will open new market segments to PROPRS, like the assessment of risks in large crowded areas, covering not only transport hubs (stations, airports and harbours) but also places shopping malls, concert halls, the emergency management in touristic point of interests or museums, and big event organised in stadiums etc.

The IMPACT results will also offer PROPRS the opportunity to include in its service portfolio the offer of Computer Based Training courses on risk management in crowded areas.

Finally, the understanding of cultural human behaviour will help PROPRS to better play its role in the DOGANA project (Advanced social engineering and vulnerability assessment framework, GA 653618, ready to kick-off in September 2015) dealing with Social Vulnerability Assessment where culture plays a central role.

5.3.3 UOL

We plan to disseminate the results of the IMPACT Project widely, within the UK and internationally, and to both fellow academics and also to crowd management and transport professionals working in relevant organizations and industries. Academically, we will be submitting papers to leading peer-reviewed journals in the broad disciplines of human factors and applied psychology, such as Accident Analysis and Prevention, Applied Ergonomics, and IEEE Transactions on Systems, Man, and Cybernetics: Systems. Members of the research team at Leeds have previously published their earlier related research in the last two of these journals and have found these papers attracted considerable academic interest and citations. Although these journal papers would represent the definitive and complete record of the IMPACT research, we would also present the interim research findings at academic conferences over the course of the next two years to gain early feedback and exposure for the research. We have identified several potential academic conferences in the broad field of human factors and applied psychology, including those listed above. These two strategies – journals and conferences – would ensure that the IMPACT research has the widest possible exposure to fellow academics.

We also intend to submit the IMPACT research as an “Impact Case Study” for the UK’s next Research Excellence Framework (REF) research evaluation exercise in 2020. REF is a national initiative driven by the UK government to evaluate the standard of research in all UK universities. The Impact Case Studies submitted should demonstrate the real-world impact of research undertaken in UK universities beyond immediate academic influence. As such, we would aim to work with partner organizations to exploit the research findings from the IMPACT Project so that we can study and evaluate the real-world benefits and positive changes brought about by the IMPACT Project. Within the University of Leeds itself, we would aim to integrate findings and “lessons learned” from the IMPACT Project into our teaching programmes to encourage consideration of these issues among future professionals. The Socio-Technical Centre at the University of Leeds, in which two of our researchers are based (Dr Mark Robinson and Dr Matt Davis), runs two postgraduate master’s degree courses within the Business School, namely MSc Organizational Psychology and MSc Business Psychology, with specialist modules on human factors issues in complex systems. The Socio-Technical Centre also has strong links with the Faculty of Engineering here at the University of Leeds and some of their degree courses. We would integrate the findings of the IMPACT Project into our teaching materials on all of these courses, to ensure that our students introduce these lessons and findings into their own organizations as they progress through their own careers.

In addition to the above activities, we would also disseminate our findings widely to practitioners including those involved in crowd management activities. The Socio-Technical Centre has strong existing relationships with a number of organizations that we would aim to use as channels to disseminate the findings from the IMPACT Project. For instance, in 2009, we worked closely with the UK Emergency Planning College, part of the UK Government’s Cabinet Office, on a project examining crowd behaviour and management. We also have an ongoing relationship with the architectural company Arup, responsible for many major infrastructure projects in which crowd behaviour and management are key considerations. Furthermore, we have also recently been involved in a project with the UK Royal Academy of Engineering considering the effect of the built...
environment on human behaviour. We would aim to disseminate the results of the IMPACT Project through all these channels, certainly via the academic outputs and any written reports we produce, but also through direct presentations to key stakeholders in each of these organizations.

5.3.4 VU

As a high level academic institution, VU University will perform the continuous exploitation of various project results. The experience and results obtained from projects will serve as a basis for teaching materials in university courses and for new research. This makes VU University have high scientific reputation at the national and international levels.

In this project, VU University collaborates with other institutions, businesses and organizations to foster better outcomes and achievement, and will exploit the results in the following ways:

- The results will be used as inputs for other projects. In particular, VU University will use results of the project to infuse them into several ongoing and starting projects. For example in ongoing project ‘STRESS’: Simulation-based Training of Resilience in Emergencies and Stressful Situations, which is Funded by the national NWO Brain and Cognition Programme (Netherlands). Also, the results will be communicated to external stakeholders of ongoing projects, such as the ‘GVB’: the municipal transport company of Amsterdam.
- VU University will exploit the results by using them as a basis for consulting, teaching and research activities. This will make VU University advance the state-of-the-art in consulting, teaching and research. For example, the results will be used in lectures and practical assignments in the master course ‘Multi-agent Systems’ and bachelor course ‘Modelling and Simulation’.
- New ways to boost and facilitate collaborative research process between academia and industry will be developed. In addition, collaboration with the people in the current project will be sustained and further developed, even after the end of the project.
- Finally, VU University will disseminate the research results via the standard academic and research channels: articles in the professional and technical press and scientific journals, communications and presentations at conferences, and professional exhibitions. These will promote technology and knowledge transfer.

5.3.5 VUM

VUM will use the experience and results from the IMPACT project for some of its teaching materials for Master-level programs. The results could also inspire new research by VUM faculty in some of the areas that IMPACT has covered. This would enhance VUM’s scientific reputation at the national and international levels.

For this project, VUM collaborates with other institutions, including business companies. VUM will exploit the results using them in the following ways:

- as inputs for other projects in the future;
- as a basis for consulting, teaching, and research activities. This will help VUM advance the state-of-the-art in consulting, teaching, and research;
- to boost and facilitate collaborative research process between academia, business, and government;
- collaboration with the participants in the current project will be sustained and further developed, even after the end of the project.

VUM will disseminate the research results via the standard academic and research channels: articles in the professional and technical press and scientific journals, communications and presentations at conferences, and professional exhibitions. These will promote technology and knowledge transfer.
5.3.6 AU

AU is high-level academic institution and international airport operator.

As an academic institution, Anadolu University will perform the continuous exploitation of various project results. The experience and results obtained from projects will serve as a basis for teaching materials in university courses and for new researches. This makes AU have high scientific reputation at the national and international levels.

In this project, Anadolu University collaborates with other institutions, businesses and organizations to foster better outcomes and achievement, and will exploit the results in the following ways:

- The results will be used as inputs for other projects. In particular, AU will use results of the project to infuse them into several on-going and starting national and international projects.
- AU will exploit the results by using them as a basis for consulting, teaching and research activities. This will make Anadolu University advance the state-of-the-art in consulting, teaching and research.
- New ways to boost and facilitate collaborative research process between academia and industry will be developed. In addition, collaboration with the people in the current project will be sustained and further developed, even after the end of the project.

Finally, AU will disseminate the research results via the standard academic and research channels: articles in the professional and technical press and scientific journals, communications and presentations at conferences, and professional exhibitions. These will promote technology and knowledge transfer.

AU, as an airport operator, which is fully committed with the quality of the product that produce and the satisfaction of our customer, works hardy to improve all the aspects that are critical in the service done. One of the main issues is the security of our passengers, who have to travel without any inconvenience during the experience of moving from place to another. In this line, Anadolu University will use the results of the project to improve in an effective way the use of the different formulas, strategically, tactical and organizational that impact in the security in Airport. The experience developed during the project is shared with other operators which can not only take advance but also suggests improvements in the solutions developed.

AU will perform coordination between IMPACT processes and related stakeholders including airport, railway and marine transportation within aviation operational expertise. AU aims to participate conferences and workshops on aviation and intermodal transportation emergency in the scale of national and international. AU planned some academic papers to be presented in the conferences and journals. National and international workshops will be performed by stakeholders from operational transportation domains. National stakeholders will be mainly from Transportation Ministry of Turkey, national CAA (DGCA), and marine and railway organizations. AU plans to communicate operational experts from the Istanbul combining all three domains and multi-cultural aspects especially metro since they have built new under-Sea (Bosphorus) tunnel connecting Europe and Asia.

5.3.7 MOG

MOG is a national authority responsible for ensuring safety and security at sea and port areas, in accordance with specific national regulations and international conventions and codes. For purposes of this project, MOG collaborates with other institutions such as the Naval Academy in Gdynia and a business company, AWEK. Experiences and results from the IMPACT project will be beneficial as teaching materials for the academy, as well as an inspiration for new research by MOG or AWEK.

Project outcomes will also be beneficial at international level when preparing, amending and developing new procedures and descriptions of existing guidelines, codes and resolutions of IMO and EMSA.
Moreover, the IMPACT outcomes will be valuable in developing existing training courses related to crowd management in case of emergency situation, both on board a ship and in terminals. They will also be important for the training of national services responsible for safety (both at sea and shore) as well as for professional training of the crew and the staff working in terminals and ports.

Finally, the results and findings developed by the project will be also used as input for other future project or as a basis to develop new courses, procedures and research.

We believe that IMPACT will help providing a better understanding of multicultural behaviour at sea, which will prevent situations such as those that took place on Costa Concordia or Sewol ships, where a lot of people died due to bad emergency management.

5.3.8 NTV

NTV will exploit the outcomes of the project both externally to the company and internally.

At the external level, NTV will propose articles on IMPACT to relevant International journals in the railway sector.

At the internal level, the outcomes derived from IMPACT will be shared with the security and safety team of the organization and with the top management, leading to possible changes in the day-by-day practice and to the implementation of measures developed within the project.
## ANNEX A

<table>
<thead>
<tr>
<th>Title</th>
<th>Examples</th>
<th>Sections to fill</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Name of Exploitable Foreground:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High level category (for clarification)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name of result</td>
<td>E.g.: Model XYZ (fictitious)</td>
<td></td>
</tr>
<tr>
<td><strong>Type of Exploitable Foreground:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. General advancement of knowledge</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Commercial exploitation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Exploitation of R&amp;D results via standards</td>
<td></td>
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<tr>
<td>4. Exploitation of results through EU policies</td>
<td></td>
<td></td>
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<tr>
<td>5. Exploitation of results through (social) innovation</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Description</strong></td>
<td>Describe the result. First, clarify the nature of the result, whether it is software, paper documents, or other. What does it do?: describe main features, e.g. &quot;the model XYZ produces predictions for X, Y and Z variables. The information is displayed in matrix/chart/report format and documents that facilitate assessment. The model XYZ is fed by different type of information, socioeconomic</td>
<td></td>
</tr>
</tbody>
</table>
(density of population, average income, etc...), business (amount of travellers, operational cost of the airport...), etc. It enables the user to bla bla...."

It is up to you to decide the level of description, the more detail the better. It can also be useful to list and describe the subcomponents of a result.

Please understand that if you declare different models (or results of similar category) as different exploitable results, the description (the inputs and outputs of the model, the purpose...) should be different.

**Associated to main result**

This field can be empty.

Typically, it applies to software results, when partner#1 contributes with a software component (module XY) to a bigger tool (TOOL XYZ), if module XY can be exploited by partner#1 on its own independently from the bigger tool, partner#1 declares module XY as exploitable result (i.e. enters a new row in this template), associated to main result TOOL XYZ.

**Exploitable product (market perspective) or measures, how it will be exploited (services)**

Explain how your organisation will generate revenue with this result. As an alternative, if your organisation cannot generate revenue (non-profit organisation) describe the benefits for the end users.

It is important to identify and describe the products or services that you will offer to the market.

See an example: "The model XYZ will be exploited in different products and extensions. Mainly it will be used to develop a fare evasion prevention tool for the urban transport operators. This prevention tool will allow managers to bla bla. In the medium term the model could be adapted for bla..."
...and in a later stage it could be extended for bla bla.

"The prevention tool will be sold for a sum of money, and the client will acquire a license to the software and then the client will pay a much smaller annual fee for maintenance and support. Alternatively, the prevention tool can be sold in a subscription model where an annual fee for the right to use the software is charged. If the client stops paying the fee, the right to use the software goes away. Maintenance and support is bundled in."

"Other products and services include consultancy services for the improvement of security in the stations of metro networks. The model XYZ will allow us to develop our own proprietary methodologies or frameworks to guide the identification of improvement measures for more effective control of fare evasion."

**Example #2:** "the model XYZ will be publicly available for download by researchers and citizens interested to test and conduct further research on the domains of bla bla... Documentation will be developed to promote the uptake of the model by the community. Other actions include bla bla..."

**Example #3:** "As an academic institution, my organisation will include the model XYZ in a customised college course of security models (provide details of the course if possible). In addition this result will allow us to create doctoral study opportunities (provide details if possible). "
**Example #4:** "My company will partner with other company in order to commercialise the fare evasion prevention tool. My company provides skills#1 and skills#2 and takes care of tasks#1 and tasks#2 while the other company provides skills#3 and takes care of task#3 required to commercialised this product."

| Users, clients, sector(s) of application | Identify and characterize clients, and users. Be as specific as possible. The more specific the more convincing our exploitation strategy is. Ideally, the information we want is something like "The result will be used to develop a fare evasion prevention tool for the urban transport operators of Barcelona and Madrid. The metro operators of Sevilla and Bilbao have also been consulted and showed interest to use our product."

On the other side of the spectrum generic information would be "The envisaged users of the <products and service previously identified> are security policy makers and national critical infrastructure operators".

Use this field, combined with the previous field (Column E) to describe exploitation opportunities, on-going or identified for the future.

| Timetable, commercial or any other use | This field shows the level of maturity of the result.

If the result is mature, it can be stated that "it will be commercialised in 2015."

On the contrary, it could be stated that "the result is still a conceptual prototype and it is not ready
Exploitation is expected in 2016 or 2017".

"Some consolidation of the prototype will be performed by AIT in summer 2013, and the MDAF will be further developed in the scope of other AIT work. Further development of the biodiversity application will depend on the availability of additional funding, e.g. through R&D or industrialization projects."

| Patents or other IPR exploitation (licences). | Describe Intellectual property issues.  
Explain whether licenses apply to this result.  
In case of technology results, explain if it will be released with proprietary or other license.  
Do you plan to register any patent? |
|-----------------------------------------------|------------------------------------------------------------------------------------------|

| Owner & Other Beneficiary(s) involved | Enter the name of your organisation. It is helpful if you can clarify whether you are one of the owners of the result (you developed the result) or you are a beneficiary partner that is interested to exploit a result produced by other partners.  
E.g. "Owners: partner #1 and partner#2."  
"Beneficiaries: partner #3 and partner #4."  
Notice that this information shows opportunities for joint exploitation |
|--------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|

| Link to the result (if available) | When applicable, add link to the result.  
E.g., research papers published in a scientific magazine or the project website, or software components if they are available for download. |