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Cassandra **Common assessment and analysis of risk in global supply chains**

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Executive summary

The document describes the communication and dissemination plan and activities of the CASSANDRA project. The aim of the plan is to identify and organise the activities used to promote and share the process and results of the CASSANDRA project and it provides the project partners with guidelines for execution of these activities. The document records the planned communication and dissemination strategies, tools and activities of all CASSANDRA partners for the use of the consortium partners and other stakeholders. The plan will be periodically updated throughout the duration of the project.

Key objectives of the plan

- To detail the strategy that will be followed during the project period in order to present to the public the results achieved in the various activities, in which the project is involved.
- To explain those dissemination activities the consortium will participate in to disseminate the objectives and results of the project.
- Identify and plan the dissemination opportunities and platforms.

Strategies to realize the objectives

The plan provides the consortium partners with the tools and materials and information to carry out the communication and dissemination activities necessary to achieve the objectives of the plan. The plan takes a consortium approach to dissemination, meaning that partners play an active role in all phases of the process. Dissemination activities are targeted to the relevant stakeholders using a broad range of dissemination channels to ensure maximum distribution of the objectives and results of the project.

The expected results

The communication and dissemination plan is expected to provide the consortium with the strategy and tools necessary in order to present to the public the results achieved in the various activities, in which the project is involved and to make the project attract the necessary attention and interest of different potential users, serving as a reference point.

Updates to the plan

May 2012:

- 2.1.3. CASSANDRA poster and Brochure templates
- 2.2.5. CASSANDRA newsletter
- 2.2.6. CASSANDRA video/animation film
- 2.3.1. CASSANDRA conference and final event

May 2013:

- 1.2 Communication tailored to the needs of the stakeholders
- 2.1 Dissemination material
- 2.2.5 CASSANDRA newsletter
- 2.3.1 CASSANDRA conference sessions and final event
- 2.3.2 CASSANDRA workshops

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1 Introduction

The CASSANDRA project aims to make container security more efficient and effective. The project addresses the visibility needs of both business and government in the international flow of containerized cargo by developing a data sharing concept that allows an extended assessment of risks by both business and government. The CASSANDRA concept will improve supply chain visibility, efficiency of trade compliance and effectiveness of border control and supervision by combining E-Freight and E-Customs. CASSANDRA builds on previous EC FP7 projects INTEGRITY, SMART-CM and ITAIDE.

This document presents the Communication and Dissemination Plan for the project CASSANDRA, detailing the strategy that will be followed during the project period in order to present to the public the results achieved in the various activities in which the project is involved. Also, a specific part of this document has been dedicated to explain those communication activities the consortium will participate in to disseminate the objectives and results of the project. This plan will be updated regularly, to improve the strategies and to offer visibility to the project. The dissemination actions that have been carried out will be tracked in Deliverable 7.3

1.1 Project partners of CASSANDRA

No	Name	Short name	Country	Project entry month	Project exit month
1	NEDERLANDSE ORGANISATIE VOOR TOEGEPAST NATUURWETENSCHAPPELIJK ONDERZOEK	TNO	Netherlands	1	36
2	ERASMUS UNIVERSITEIT ROTTERDAM	EUR	Netherlands	1	36
3	TECHNISCHE UNIVERSITEIT DELFT	TUD	Netherlands	1	36
4	INSTITUT FUER SEEVERKEHRSWIRTSCHAFT UND LOGISTIK	ISL	Germany	1	36
5	FUNDACION ZARAGOZA LOGISTICS CENTER	ZLC	Spain	1	36
6	Cross-border Research Association	CBRA	Switzerland	1	36
7	GS1 AISBL	GS1 GO	Belgium	1	36
8	IBM NEDERLAND NV	IBM NL	Netherlands	1	36
9	GMVIS SKYSOFT SA	GMV	Portugal	1	36
10	INTRASOFT INTERNATIONAL SA	INTRASOFT	Luxembourg	1	36
11	ATOS SOCIEDAD ANONIMA ESPANOLA	ATOS	Spain	1	36
12	ZEMBLAZ NV	Descartes	Belgium	1	36
13	Senator for Economy, Labour and Ports of the Free Hanseatic City of Bremen	SWHB	Germany	1	36

14	MINISTERIE VAN FINANCIEN DIRECTORAAT GENERAAL BELASTINGDIENST	DCA	Netherlands	1	36
15	HM REVENUE AND CUSTOMS	HMRC	United Kingdom	1	36
16	KORPS LANDELIJKE POLITIEDIENSTEN	KLPD	Netherlands	1	36
17	PORTIC BARCELONA S.A	Portic Barca	Spain	1	36
18	ECT PARTICIPATIONS BV	ECT	Netherlands	1	36
19	dbh Logistics IT AG	DBH	Germany	1	36
20	Seacon Venlo Expeditie B.V.	SEACON	Netherlands	1	36
21	BAP Logistics Ltd	BAP	United Kingdom	1	36
22	KÜHNE + NAGEL GMBH	K+N	Austria	1	36
23	DHL Management (Switzerland) Ltd	DHL	Switzerland	1	36
24	NORTH-SOUTH CONSULTANTS EXCHANGE LLC	NSCE	Egypt	1	36
25	ADMINISTRACAO DOS PORTOS DE SETUBALE SESIMBRA SA	APSS	Portugal	1	36
26	PORTBASE BV	Portbase	Netherlands	1	36

1.2 Communication tailored to the needs of the stakeholders

The goal of the Communication Plan is to tailor CASSANDRA communication and dissemination efforts to satisfy the needs of the project stakeholders. In order to reach this goal, we regularly update and adapt the communication and dissemination efforts to response to the project activities, events and results obtained in the project. At the same time we will pay careful attention to the stakeholder expectations and needs and work in interaction with the different stakeholder groups to be able to identify the specific issues that should be attended in the communication and dissemination process.

To be able to target our communication and dissemination efforts appropriately, we have identified different stakeholder groups of the CASSANDRA project. All stakeholder groups have different relationships with the CASSANDRA project and their needs regarding the communication and dissemination processes vary accordingly. Based on the stakeholder analysis in the Deliverable D6.1 we have identified the main stakeholders of the CASSANDRA project to be freight forwarders/3pl's, consignees, shippers, shipping lines, government agencies, IT and data companies and legislative government.

As stated in the D 6.1 Stakeholder Analysis, the most important stakeholders are the IT& data companies and the freight forwarders/3pl's. Without cooperation of these organizations it is not possible to implement the data-pipeline. Freight forwarders and third party logistics providers are in many cases at the start of a transport chain and sometimes even control the whole international flow. These companies act on behalf of the shippers and have an important role in creating the correct data and making it available to other parties in the supply chain. Consignees are at the other end of the supply chain and thus responsible for delivering the right information about the shipments they receive to the customs organization. Shippers benefit the most from a

smoothly running supply chain. Government agencies expect to benefit most from the data pipeline.

The D6.1 Stakeholder analysis emphasizes the importance of the relation between government agencies and shippers, consignees, and freight forwarders/3pl's. A consensus between these parties is a prerequisite for the creation of greater supply chain visibility. Thus, this fact is also taken into consideration in the planning of the communication and dissemination activities of the CASSANDRA project so that consensus creation between these stakeholders is facilitated by the help of e.g. events or workshops.

In addition, the consortium of CASSANDRA is lacking shippers – to solve this limitation the communication plan has to take this into account. Specifically, it has been decided to carry out workshops that focus on shippers.

In order to improve the perception of possible benefits to all private supply chain parties, the benefits of the data pipeline is emphasized in the communication and dissemination actions intended for these stakeholder groups, e.g. the Cassandra Newsletters. This also affects positively consignees' and shippers' willingness to share data, which is of a crucial importance to the project.

1.3 Consortium approach to dissemination

The dissemination of the aims and both partial and final results of the project at various stages of realization is one of the basic goals of the dissemination strategy of CASSANDRA. Dissemination includes both the dissemination to all relevant stakeholders and the communication among the project partners. The present document lists the dissemination events in detail. It will be continually supplemented with new information about dissemination activities that have already been realized. Dissemination can be seen as the means (i.e. press releases, conferences, scientific publications, exhibitions, workshops, newsletters, websites, etc.) through which results are presented to the public.

The CASSANDRA results will be exploited and disseminated inside and outside the consortium. The consortium is composed of representatives from the above mentioned organizations. By having partners with the relevant knowledge in the field and from different types of organizations and countries, there is an opportunity to use dissemination channels to the maximum extent. The aim is to ensure maximum usage of the project results by addressing companies, research institutes, research policy makers, business decision makers, governments etc. In order to achieve this goal the project must attract the necessary attention, interest of different potential users and serve as a reference point.

The target of the dissemination may be the general public or a specific group of professionals in a determined sector.

An overview on the most successful means of dissemination, as well as useful suggestions on how to arrange an effective communication strategy, can be found at the European Commission "Guide to successful communications" web page. (http://ec.europa.eu/research/science-society/science-communication/index_en.htm)

1.4 Dissemination objectives

The main objectives of CASSANDRA dissemination activities on Year 1 according to the data collected from the partners are e.g.:

- Dissemination of partners' activities;
- Transparency and reputation of the project;
- Involving stakeholders in the project (e.g. the Port Community, logistics partners, authorities etc.);
- Informing potential customers of the CASSANDRA solution;
- Participating in the dissemination by including CASSANDRA dissemination materials in partners' own dissemination activities (e.g. linking websites, etc.).

The aim of dissemination is to spread project results and activities in the following groups:

1.4.1 Dissemination to all relevant stakeholders (dissemination at “large”)

Dissemination through general and trade press, mailing lists, leaflets and presentations to external target groups. These groups should be defined by each partner and used as the target audience for dissemination activities.

1.4.2 Dissemination within the project (internal Dissemination):

All partners in the project will disseminate project results internally in their organizations. Each partner will detail their own dissemination intentions concerning the result(s) they are involved with. This description will be made result by result.

1.4.3 Dissemination by the partners

Each partner should provide information on their planned and realized dissemination activities annually to the Editorial board. In addition to this, each partner should provide content for news articles and newsletter/website at least twice a year.

Detailed information on the contact persons, dissemination activities and target audiences can be found in the Annex Table 1. Dissemination by partners.

1.5 Dissemination of efforts

All project partners take part in the internal dissemination (dissemination within the project) as well as in the external dissemination (dissemination to all relevant stakeholders) of the project during the whole project run time. Both internal

dissemination as well as external dissemination is of great importance during the whole project.

1.5.1 Editorial Board

CASSANDRA Editorial Board, led by ISL, will coordinate and review dissemination actions. The editorial board is responsible for writing news articles, press releases and other texts, e.g. for brochures. The editorial board will be led by the editorial chief (ISL) who acts as the single point of contact and manages the work of the editorial board.

There will be 3-4 editorial members (TNO, CBRA, TUD) who are responsible for reviewing and editing the texts and tailoring them to the target group.

The Editorial Board has two associated members:

- Reviewer: Person who checks the texts' suitability for the target audiences (coordinator of CASSANDRA),
- Technical support: Person from the "Technical project management support team" which supports the editorial board on technical issues (TUD).

The editorial board will not be responsible for deliverables and scientific papers.

1.5.2 Decentralized distribution

To distribute the press releases to the specialized print and online media, every partner of the WP7-team uses their own press distribution lists. This means a decentralized distribution with the advantage of individually addressing the own press contacts. Furthermore the press release will be translated to national languages besides the main English version. This way of communication will be used irregularly as needed for high priority news and events and is an active kind of distribution. The project partners, mainly from the dissemination work package, will also use their own channels like their websites, newsletters, yearbooks etc. for dissemination purposes.

2 Dissemination methodology

CASSANDRA project will disseminate its results using several different dissemination materials and channels. To ensure maximal dissemination, the dissemination news distribution strategy enables the use of all relevant dissemination tools available.

To evaluate the dissemination activities, the CASSANDRA project partners should define objectives for all dissemination activities and how their results will be evaluated. Project partners should provide information on their dissemination activities regularly and follow the results of these activities.

2.1 Dissemination materials

In order to create a coherent project identity, CASSANDRA uses a number of dissemination materials with a common look. The activities of raising public

participation and awareness are at the basis of project success and an easily recognizable look facilitates this.

A solid and coherent graphic identity is the base for an effective communication towards the outside world. Consistent graphic identity allows target audiences to identify and recognize easily the CASSANDRA project. For this reason it is essential that all materials distributed maintain the CASSANDRA graphic identity.

CASSANDRA team takes into account the following principles in order to build a successful “brand”:

Easy, attractive and memorable title for the project: the name of the project is essential. It is the label, the brand that will be used in all communications. This name should catch people’s attention and facilitate the identification of the project. “Cassandra” fulfils these requisites: easy to remember, attractive and memorable.

Logo: The design of an effective logotype is the key to building a successful graphic identity. The logotype comprises three elements: colour, art and typography. The logo is the starting point for the rest of the elements of the graphic image (website, leaflet, power point...).

Subtitle: explains what the project is about or a so-called tag-line or strap-line. These are a few words that actually say what the project is about. CASSANDRA’s subtitle is “Improving Security through Visibility”.

Font: for texts (like deliverables) the Arial font and for the website, a brochure or a poster, the Verdana font highlight the text. If a brochure etc. were to benefit more from a design in another font this could also be used.

2.1.1 CASSANDRA logo

The CASSANDRA logo was created based on input from a logo competition organized by TNO. The CASSANDRA logo is used for project events and activities (e.g. presentations, publications, leaflets and the website).

The logo is flexible and can be used in very small (for example on brochures) and also in large versions (for example on a poster). There are four versions of the logo:

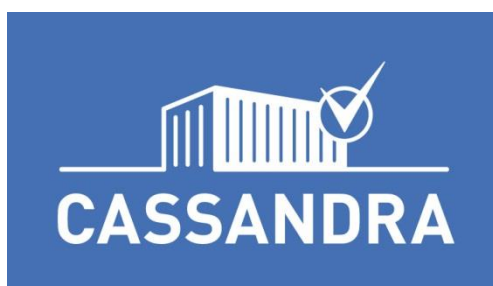


Figure 1-1 CASSANDRA logos; color



Figure 1-2 CASSANDRA logos black and white

Furthermore, the logos of the different partners' institutions will be used for activities and events in CASSANDRA context. All logos will be available via CASSANDRA website/TNO.

2.1.2 CASSANDRA templates

In order to create a corporate identity, a set of templates has been developed, which can be used by the partners. Included are templates for deliverables, agendas and minutes. The templates can be found on the CASSANDRA restricted website under "document exchange".

2.1.3 CASSANDRA presentations

Presentation templates have been produced for shorter and longer Power Point presentations on CASSANDRA project.

TNO has created a 20 minute presentation describing the CASSANDRA project and its objectives. TUD supports tailoring the message for the target audience. The presentation is available at the CASSANDRA restricted website under "document exchange".

A 6 minute version will be created, which should briefly answer the following questions:

- WHAT is CASSANDRA doing
- WHY are we doing it (motivation)
- WHO is doing what
- HOW are we doing it (methods)
- WHEN are we doing it

2.1.4 CASSANDRA posters

CASSANDRA posters were created by ISL. Posters are a well-recognized way to present both the partial and the final results of a project. CASSANDRA uses posters to inform at national and international conferences about the aims and results of the project as well as about the current status. The poster may be adjusted to several target audiences. As an alternative to posters, rollups could be used as well. The files of four different posters can be found on the CASSANDRA restricted website.

Each partner can distribute some copies of the poster among potential beneficiaries. Also the poster can be placed in a visible place in the offices of each partner to

disseminate the project activities towards other colleagues of the organizations and external visitors. The poster can also be placed in location of events that will be organized in the frame of the CASSANDRA project.

2.1.5 CASSANDRA project brochure

A brochure has been created, which informs about the essential project topics and aims. This brochure gives to all project partners in order to ensure a widespread dissemination (e.g. at national and international conferences). The brochure may be completed with information (e.g. about the respective work status of the project) for several target audiences.

A first CASSANDRA brochure has been produced at the beginning of the project with general information about the CASSANDRA project and the activities that would be realized.

Further brochures will be produced as soon as new contents will be available. These brochures will focus on Living Labs and/or be more marketing oriented describing the CASSANDRA opportunities.

2.1.6 CASSANDRA whitepapers

A template for whitepapers has been created in order to make it easier for the project consortium to create dissemination material which implements the coherent graphic identity of CASSANDRA.

Aim of a whitepaper is to inform a given target group on a special topic of CASSANDRA and has a length of one to two pages only. In detail, the whitepaper itself does not contain any detailed information on the project itself but contains a concise description of a single CASSANDRA concept. Consequently, whitepapers will be mostly distributed in a bundle with the project brochure in order to give general information on the project and the target audience tailored information on a special topic.

The following whitepapers have been created:

- Living Lab Approach
- Living Lab 1 (EU — Asia)
- Living Lab 2 (EU — US)

2.1.7 CASSANDRA booklets

Small booklets (about four pages long) will be created to inform about the project in general and on a special topic. Booklets will be tailored to a special target audience. The first booklet which will be created is the “Concepts and Benefits” booklet which will contain a detailed description of the benefits for businesses due to the adoption of the CASSANDRA approach. This booklet will be tailored especially for the target group shippers and freight forwarders.

It is planned to create also a booklet on the risk based approach and one on the IT sector.

2.2 Dissemination channels

CASSANDRA will use a number of dissemination channels in order to raise awareness of the project.

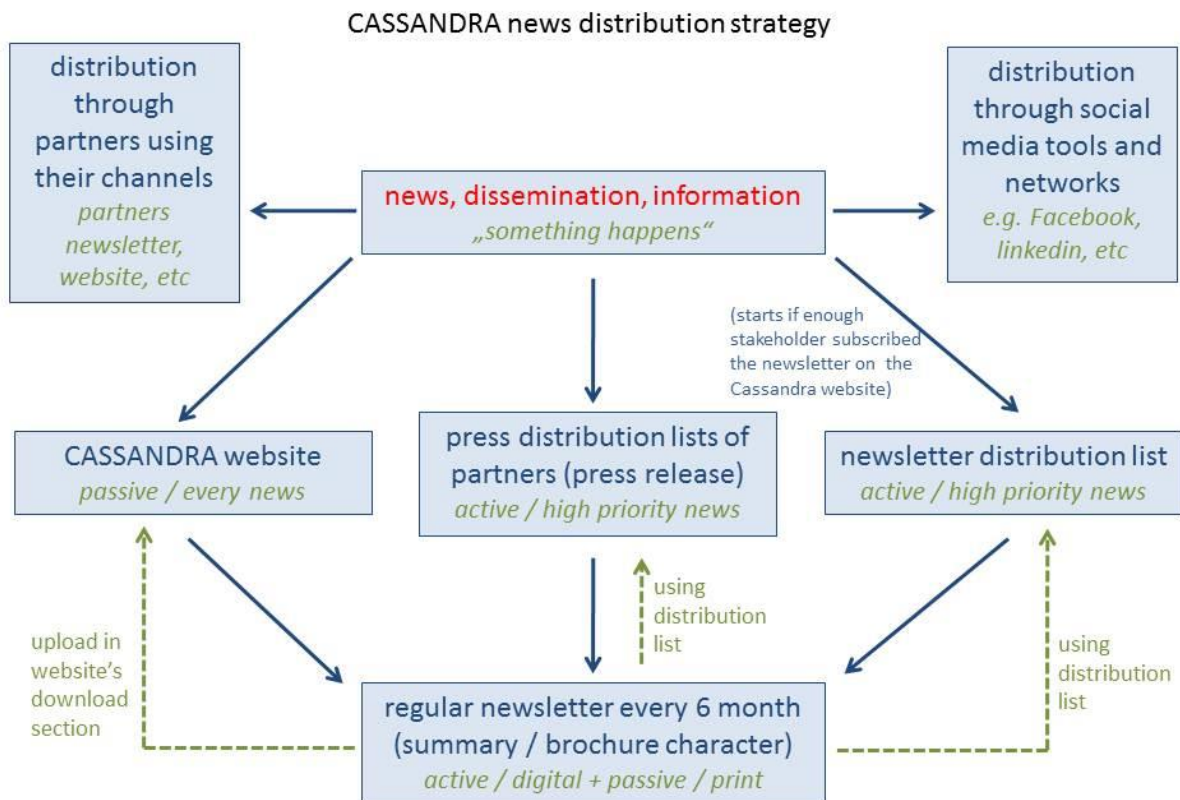


Figure 2-1 CASSANDRA news distribution strategy

2.2.1 CASSANDRA press releases

CASSANDRA partners plan to disseminate the project results and on going activities via public media, presentations and papers to enable CASSANDRA material to be widely disseminated through journals, newspapers and magazines and speaking opportunities at appropriate conferences and seminars. Specific press releases about the project will be produced. Such activities will support the awareness creation on the CASSANDRA project and will therefore support the exploitation of the project results. They will be distributed among certain general press magazines (or newspapers) to promote CASSANDRA project.

Press releases can include interview quotations by well-known professionals in the field/from the partner organizations, to attract media attention and to create a publishing-friendly approach. Partner organizations should use their resources to find local/trade/global press contacts to establish long run cooperation with the media. In addition to press releases, by actively pitching article and report opportunities that suit the profile of the media in question, and offering expert

interviewees in the current issues of the field, CASSANDRA can improve decisively its press coverage.

Finally, press releases will be published regularly in order to spread the information to a broad audience. Press releases will be also available at the project website under downloads. Press articles, published as result of press releases, will be collected in the restricted area on the website.

CASSANDRA press releases:

Title	language versions	distributed by
CASSANDRA improves supply chain security through visibility	English, Dutch, German and Spanish	ISL, TNO, TUD, GS1, EUR/RSM, ATOS
Sicherheit von Containertransporten via Bremerhaven in die USA im Fokus von Hafenressort und ISL	German	ISL

2.2.2 CASSANDRA website

A project website (<http://www.cassandra-project.eu/>) was set-up to publicize the work and results produced within the project. This website is intended to facilitate contacts and exchanges with other research and industrial initiatives on the relevant topics. This website will be continuously updated about general public project information, public deliverables and other results that may interest the public, to be sure users return to the website at regular intervals. The website includes a public part and a restricted part accessible for partners only.

Every news item and information, e.g. from the press releases or the newsletter will be distributed on the project website. This channel can also be used for less priority information that should not get a press or newsletter release. This way of communication will be used irregularly as needed for less and high priority news and events and is a passive kind of distribution.

The CASSANDRA website offers information about the project and its partners and presents the results of both the project itself and the workshops/conferences/etc. Reports and other results of the project will be available on website. Furthermore, it informs about previous and forthcoming events and activities of the project as well as of other relevant projects and co-operations.

The website of CASSANDRA is hosted and maintained by TNO. TNO also delivers the technical background for the site. TNO defines structure and content of the site and moderates the content. Updated content for the website will be delivered by the Editorial board (lead by ISL).

The website structure is:

Home
About Cassandra

- Goal and Impact
- Risk Assessment
- Data sharing
- Living Labs
- Project organisation

News**Events****Consortium****Downloads**

- Articles
- Cassandra logo
- Documents
- Newsletters and leaflets
- Press releases
- Public deliverables
- Videos

Links**2.2.3 CASSANDRA social media presence**

CASSANDRA has a project group at LinkedIn (FP7 CASSANDRA) to facilitate dissemination, information sharing and project event promotion. CBRA has created the group. CASSANDRA partners can use the social media group to actively involve different audiences into the project and promote events using invitation functions of the groups. Milestones and results of the project can be flexibly distributed to the interested public. CASSANDRA LinkedIn group has a link at the CASSANDRA website.

CASSANDRA LinkedIn group also acts as a forum for the discussion of the results of the project with the different stakeholder communities. It is interlinked with the website and can be used by all interested people. The forum is meant to be used by a very wide community i.e. more than just CASSANDRA communities. It will persist after the end of the project.

Presence in the social media facilitates awareness in the traditional media, as it will provide journalists with multiple and “live” information sources. Social media can also be used to create discussion on the CASSANDRA project and its results in wide range of audiences.

2.2.4 CASSANDRA dissemination activities towards the scientific community

Specific dissemination activities towards the scientific community will include a list of scientific communities to be addressed and the type and procedure of such dissemination activities. This chapter will be complemented later.

CASSANDRA will disseminate the partial results in relevant scientific journals and conferences. Each partner should provide information on published articles immediately following publication.

The expected and planned outlets for scientific dissemination are listed in the Annex.

2.2.5 CASSANDRA newsletters

A newsletter is composed by the dissemination team and submitted to all the registered members of the CASSANDRA website, using the addresses from the database of organizations and contacts available in the CASSANDRA website as well as to other relevant stakeholders.

The project's newsletter distribution list is used to distribute high priority news and information, e.g. the contents of the press releases in a revised form to the project's stakeholders, who subscribed to the newsletter on the CASSANDRA website. This way of communication will also be used irregularly as needed for high priority news and events and is an active kind of distribution.

Regular newsletters will be distributed approximately every six to nine months to summarize the news and project information of the past period; as such it can contain information from a variety of partners. This file with the character of a brochure will be uploaded as a PDF-file on the CASSANDRA website. It will also be distributed through the newsletter distribution list as well as the press distribution list for an optimal use of the distribution channels. This way of communication will be used regularly for summarizing project's news and events and is an active as well as a passive kind of distribution.

A template for the electronic preparation and sending of the newsletter should be developed inside the CASSANDRA website functionalities. In this way the newsletter arrives in a prefixed format that includes the CASSANDRA logo and all the references about the project. All CASSANDRA partners will collaborate in the preparation of the Newsletter by sending information to the Editorial Board led by ISL about news, specific needs, success cases, opportunities, etc.

Title of the Newsletter	Date	Main contents
Cassandra Newsletter	December 2011	Presentation of the project in general, the Living Labs and dissemination activities.
Cassandra Newsletter	July 2012	Customs perspective, Living Lab Asia Europe, events
Cassandra Newsletter	April 2013	Technical perspective, workshops, benefits for businesses, survey for shippers, events

2.2.6 CASSANDRA video/animation film

It is planned that CASSANDRA will produce video(s) and/or animation film(s) that will present the general CASSANDRA concept and objective as well as specific areas of the project. These videos/animation films can be used to disseminate the project at workshops, meetings/conferences and as podcasts on the project website. The film is planned to be 2,5 minutes of length.

This is subject to availability of funding.

2.2.7 Further dissemination channels

It is planned to produce give-aways like ballpoint pens and other dissemination material which shows the CASSANDRA logo and probably the subtitle of the project. These give-aways shall be used on trade fairs and conferences to promote the CASSANDRA project.

This is subject to availability of funding.

2.3 Dissemination through events and meetings

CASSANDRA partners will attend and organize events and meetings to promote CASSANDRA project aims.

2.3.1 CASSANDRA conference sessions and final event

In order to get CASSANDRA project's main stakeholders involved in the project, it has been planned to host sessions at conferences. To achieve this goal, CASSANDRA supported the eFreight conference 2012, hosted a session at the ECITL conference in 2012 and will also host a session at the ECITL 2013.

eFreight 2012

CASSANDRA supported the eFreight conference 2012. In detail, CASSANDRA was one of the sponsoring projects involved in the organisation of the conference. Two CASSANDRA related talks have been given. A stand informed the participants about the project and dissemination materials were distributed.

ECITL 2012 and 2013

The ECITL is a conference where professionals from the field of Logistics and Information Communication Technologies (ICT) come together to discuss and exchange ideas, innovations and solutions in the field of ICT for Logistics. Initiated in 2008, this conference is a yearly event held at different locations throughout Europe. The conference aims to close the gap between research and innovation and the logistics industry, moving research results into real world settings and driving the competitiveness of European companies in the transport logistics sector.

Around 100 participants of the ECITL from industry and science benefitted from discussions, interactive exchange of ideas and networking with the presenters and the session members.

At ECITL 2012, the CASSANDRA project hosted a session on "Security and Risk Assessment in Logistics" highlighting concepts like data sharing in supply chains, the project's risk based approach as well as mid-term results of the work packages.

Also for the ECITL 2013 a CASSANDRA session is planned in order to present and to discuss the achievements of CASSANDRA to the logistics industry.

Furthermore, a final event at the end of the project is planned in 2014. All events shall be used in order to present CASSANDRA to a broad audience of interested parties and to discuss the work and results of the CASSANDRA project.

It is subject to availability of funding, if it is feasible to host the final event beside the involvement on the conferences.

2.3.2 CASSANDRA workshops

Workshops can be organized e.g. for consensus building purposes, as defined in the WP 6. Another important goal for the workshops is to involve important stakeholder groups. As shippers and freight forwarders have been identified as two of the main stakeholder groups of the CASSANDRA project in the Deliverable D6.1, two workshops were planned to involve these groups in the project.

The first workshop on October 30th 2012, the CASSANDRA Strategic Shipper & Freight Forwarder workshop in Brussels, was hosted by TNO. Shippers and freight forwarders of the European Shippers Council and CLECAT discussed during the workshop different strategies of the CASSANDRA project in the following fields:

- Business cases and benefits of Supply Chain Visibility and its adoption by the business community
- Liability issues on data access in supply chains by the usage of a Data Pipeline
- Business – Government interaction

The workshop gave the opportunity to shippers and freight forwarders to influence different strategies of the CASSANDRA project.

The second workshop for shippers and freight forwarders will be hosted by ISL at the Transport and Logistics Fair at Munich on 6th June 2013. The workshop's focus will be on reports by logistics practitioners on their motivation to be involved in the project, their expected benefits from implementing the CASSANDRA approach and their experience from the activities in the Living Labs.

2.3.3 CASSANDRA participation in international and national conferences and workshops

Project results will be published through articles and papers at various international and national conferences and workshops.

- External conferences

Project partners will actively pursue opportunities to speak about CASSANDRA whenever they travel to relevant conferences and seminars anyway. Furthermore, they will send representatives to external national and international conferences and workshops dealing with risks in global supply chains and related subjects.

- Dissemination events

The type of interventions of the CASSANDRA partners at such events will present the CASSANDRA project as a whole, focusing on the vision, the objectives and the impact of the results for the targeted field.

2.3.4 CASSANDRA External meetings and lobbying

Project partners will attend external meetings on behalf of CASSANDRA and engage in lobbying activities when possible. CASSANDRA partners should use relevant contacts to promote the project in face-to-face meetings with external parties. Person to person communication is the most effective means to bring forward CASSANDRA project results due to the complex nature of the issues dealt by the project. It is important for each partner organization to specify a spokesperson for CASSANDRA to be given out as a contact person for media.

2.3.5 CASSANDRA Internal meetings

In order to enable a regular exchange among the project partners and to achieve further agreements, face-to-face and telephone conferences will take place regularly. At these meetings the focus will be on issues related to content, but management matters will be discussed as well. Every partner who is a work package leader and/or a task leader will report on the work of that work package and/or that task. Further presentations by the other project partners are welcome as well. The notes (including the presentations) on these conferences will be made available to all partners by the conference organizer.

3 Other dissemination opportunities

3.1 Liaison and dissemination in the appropriate standard bodies

- World Customs Organization (Gareth Lewis, SP Sahu)
- UN/CEFACT (Virginia Cram-Martos, Tom Butterly, Markus Pikart)
- European Shippers Association (ESA) (Godfried Smit) (also relates to OptiChain European Association for Trade Facilitation)
- CLECAT (European association for Freight Forwarders and Customs Brokers, Marco Sorgettie, Mark van der Perre)
- IATA
- IRU (International Road Union, association for road transport)
- EU Directorate-General TAXUD (Paul-Herve Theunissen, Zielinski, Josip Dascalu, Walter Deffa)
- EU Directorate-General MOVE
- Other EU Directorate-Generals
- CEN
- GS1

3.2 Synergies with other projects

- Safe and Secure Trade Lanes (Erik Devilee, Gillian Castle)
- INTEGRITY
- SMART-CM
- Collaboration with e-Freight community (Peter Wolters, Takis Katsoulakos, etc)

4 Conclusion

The CASSANDRA communication plan defines and records the strategy, tools and materials that are being used in CASSANDRA communication and dissemination. It also gives CASSANDRA consortium partners guidelines on how to disseminate the results of the projects and the knowledge gathered during the process. The CASSANDRA communication plan is a living document, which is being updated throughout the project period.

5 Disclaimer and acknowledgement

5.1 Disclaimer

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Any executive summary specifically intended for publication may however be made known to the public by the author and/or the Coordinator.

5.3 Acknowledgement

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6 Annex

6.1 Table 1. Dissemination by partners

No	Short name	Dissemination contact person(s)	Planned dissemination activities	Target audiences (external/internal)
1	TNO	Inge Lucassen, inge.lucassen@tno.nl		Target audience for TNO is the academic world and research institutes on one side and the possible users of the CASSANDRA concept, being governmental agencies and business on the other side.
2	EUR	Dr Marcel van Oosterhout, moosterhout@rsm.nl	Press release Conference presentations	Global academic (business school) communities RSM Business school students and 20.000 alumni Business community, especially port community (via Erasmus Smart Port)
3	TUD	Bram Klievink a.j.klievink@tudelft.nl		TUD has an excellent scientific publishing status and targets several (related) scientific disciplines through conference articles and journal papers. Furthermore, also

				professional publications to (e.g.) government stakeholders are means available for dissemination.
4	ISL	Rainer Müller (mueller@isl.org); Leif Peters (peters@isl.org)		Stakeholders, the academic world and general public, WCO
5	ZLC	Ms. Carolina Ciprés, ccipres@zlc.edu.es		ZLC corporate and academic partners. Logistop member organisations: industry (manufacturing, shippers, retail, transportation in all modes, 3PL, ICT, Consultancy, etc), universities, research centres, municipalities and other stakeholders.
6	CBRA	Ms. Susan Wilander, susan@cross-border.org		Global Customs community (through WCO) ; global academic communities (through various channels)
7	GS1 GO	Shirley Arsenault, shirley@allumis.com		GS1 Members
8	IBM NL			
9	GMV			
10	INTRASOFT	Mrs. Kiousi Vivian akrivi.kiousi@intrasoft-intl.com Mr. Panagiotis Loukakos (panagiotis.loukakos@intrasoft-intl.com)	Disseminate a brief description and project scope at (http://www.intrasoft-intl.com/e-customs/), and via internal workshops, publication of the project at the company newsletter (INTRABUZZ).	Customs community part of INTRASOFT clientele and global industry part of business network, the INTRACOM

				Group of companies
11	ATOS	pilar.perez@atos.net		Industry (retail, transportation, consultancy etc) and Spanish public administration
12	Descartes			
13	SWHB	Renate Bartholomaeus-Luethge, Renate.Bartholomaeus-Luethge@wuh.bremen.de		(Port) Community (in Bremen), stakeholders, general public
14	DCA			
15	HMRC			
16	KLPD	Chief Inspector Jan Malenstein – jm.klpd.eu@hotmail.com		TISPOL – AQUAPOL – RAILPOL – EUROPOL - FRONTEX
17	Portic Barca			
18	ECT			
19	DBH			
20	SEACON			
21	BAP	Mr Ronnie Brooks. Ronnie@bapgroup.ltd.uk Mr Robin Smith. robin@bapgroup.ltd.uk		UK Cargo owning community, Logistics providers.
22	K+N	Mr. Roman Balog, roman.balog@kuehne-nagel.com		Clients and Partners during participation at living labs.
23	DHL			
24	NSCE			
25	APSS	Pedro Ponte pponte@portodesetubal.pt		General Public, Port Community, Authorities and Stakeholders.
26	Portbase	h.rook@portbase.com		Business partners – various meetings / conference calls Dutch Customs – regular consultations WP3 & 4 meetings

According to the “table of dissemination of partners” the CASSANDRA consortium is creating scientific papers and is attending conferences. The list of dissemination events can be found in D7.3 Dissemination results.