

# EUROPEAN COMMISSION

SEVENTH FRAMEWORK PROGRAMME  
THEME Monitoring and tracking of shipping containers  
SECURITY  
FP7-SEC-2010-3.2-1  
GA No. 261795



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

<b>Deliverable No.</b>	D7.3	
<b>Deliverable Title</b>	Cassandra – D7.3 – final report dissemination results	
<b>Dissemination level</b>	Public	
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<b>Issue date</b>	31 May 2014	

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## Executive summary

This deliverable is the final report on the dissemination activities and results in the CASSANDRA project. During the project, several status reports were made and published. In this report, the results of the dissemination activities that have taken place during the project are described. During the first year, many dissemination results were related to presenting the project to the world. Results included the project logo, press releases, the project website, templates, a brochure and other dissemination material. The dissemination during that phase primarily focused on presenting the CASSANDRA project, key concepts and initial outcomes to various audiences (policy makers, industry and science) all over the world. During the project's second year, more results were becoming available and found their way into (scientific) papers and presentations at conferences and in journals. In the third and final year, a steady stream of (scientific) articles and presentations come from the project, and presentations concern the results of the project and the experiences gained in the Living Labs. Apart from giving a full overview of all dissemination results, a number of highlights are given specific attention.

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## 1 Introduction

Work package 700 (WP700) of CASSANDRA deals with dissemination, networking and consensus building on the project results. This work package includes several dissemination activities, which are reported on regularly. This is the seventh and last report in a series of reports on the results of the dissemination activities. Previous reports were published in M4, M6, M12, M18, M24, and M30 of the project. This is the final report. Together, these reports make up CASSANDRA deliverable D7.3, in which the dissemination results are presented. As dissemination activities typically result in external exposure of the project, for example in articles or presentations, these status reports do not provide all the dissemination materials themselves, but provide an update of the activities that have taken place and lead to visibility of the project. The basis for the dissemination activities is the implementation of the dissemination plan, which was also developed in WP700.

This final report contains a brief description of project dissemination material developed since the beginning of the project. In section 2, the website, online activities, brochures, posters, and the project's newsletters are described. Section 3 briefly describes a few of the highlights in the project's dissemination. Section 4 contains tables (one table per calendar year) with all the dissemination results of the project. Finally, brief conclusions can be found in section 5.

## 2 Project website, posters, brochures and newsletters

### 2.1 Website

The Cassandra website is updated regularly to reflect Cassandra-related news and upcoming related events. The ‘downloads’ section offers access to the newsletters, brochures, whitepapers and the public deliverables. The website offers the option to subscribe to the project’s newsletter. The newsletters available cover interviews, ideas and results on project concepts and the Living Labs. The ‘News’ section of the website is updated regularly to give attention to new project results, newsletters, and past and upcoming events.

### 2.2 LinkedIn Group

CASSANDRA has an active group at LinkedIn (FP7 CASSANDRA) to facilitate dissemination, information sharing and project event promotion. 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. In the past year, also group members that are not affiliated to the project have taken up a role of active involvement, e.g. by starting group discussions. The group now has 359 members and is still growing. Roughly 25% of the members are from the Logistics and Supply Chain industry or otherwise affiliated with import or export, 22% comes from the Information Technology, Services and Software industries, roughly 10% from Government, and 7% from research. The rest comes from other disciplines or could not be tied to one. The members have a relatively high level of seniority.

### 2.3 Website usage

In the first days after the project kick-off, a project website was created. The website (deliverable D7.2) also features a partner restricted website, which is used for information exchange between parties. All project templates, deliverables, many meeting reports and project and WP presentations can be found in the partner restricted website. Furthermore, news, general information, informational documents, public deliverables and a calendar of upcoming events are available to the public.

There are statistics available on the use of the site. The CASSANDRA website generated **63,347 views**, which came from all over the world. The average visitor visited 2.33 pages per visit.

### 2.4 Presentations, templates, posters, pens, and flags

In the first months of the project, a presentation template was developed, alongside a “CASSANDRA in 20 minutes” presentation. This presentation contains the core concepts of the project and can be used to present the project to a variety of audiences. Furthermore, presenters can choose specific slides to focus on. As such, the presentation functions as a source for presentations about the project. A self-running version of this presentation is also available to project members seeking to introduce the project. Also, a (8-minute) condensed version of the presentation is available. These documents were updated regularly with developments in the project.

To ensure a uniform way of presenting the project, templates for presentations, white papers and deliverables are available. Finally, for visibility, CASSANDRA table flags, ballpoint pens, posters and roll-up posters are available. The roll-up posters are used for CASSANDRA stands and are available in five different designs. The posters are available in four different designs and are available in the ISO/DIN A0 format, making them easy to print for partners.

## 2.5 Brochures

The WP700 dissemination team created a CASSANDRA project brochure. This brochure contains a concise description of the project and is in a folding brochure format. There are different versions available, which can be used depending on the quality that partners would like to use. The brochure has been printed and distributed amongst the work package leaders, for further distribution. The brochure is also available on the CASSANDRA website and is distributed on conferences and other gatherings where CASSANDRA is presented. In October 2012 the brochure has been updated.

## 2.6 Newsletters

During the project, five newsletters have been published.<sup>1</sup> Apart from general updates on the project, each newsletter highlights a specific component of the project. The first issue (released December 2011) focused on introducing the project, especially in relationship to previous projects that Cassandra builds upon. The second newsletter (July 2012) gave an update on the project's progress and includes interviews with the customs partners in the project concerning the advantages of Cassandra for authorities. The third issue (April 2013) highlighted the dashboards and the benefits for businesses. The fourth issue (November 2013) emphasized the Living Lab developments, zooming in on Africa-Europe Living Lab in detail. The fifth issue (February 2014) covered the progress and results of all three Cassandra Living Labs; Asia-Europe, Europe-USA, and Africa-Europe. A sixth and last newsletter (not covered in this document) will be issued when the project ends, highlighting some of the key results, the Cassandra video, and the Cassandra end events.

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<sup>1</sup> [http://cassandra-project.eu/userdata/file/Newsletters%20and%20leaflets/CASSANDRA%20Newsletter\\_No1.pdf](http://cassandra-project.eu/userdata/file/Newsletters%20and%20leaflets/CASSANDRA%20Newsletter_No1.pdf)  
[http://cassandra-project.eu/userdata/file/Newsletters%20and%20leaflets/CASSANDRA%20Newsletter\\_No2.pdf](http://cassandra-project.eu/userdata/file/Newsletters%20and%20leaflets/CASSANDRA%20Newsletter_No2.pdf)  
[http://cassandra-project.eu/userdata/file/Newsletters%20and%20leaflets/CASSANDRA\\_Newsletter\\_No3.PDF](http://cassandra-project.eu/userdata/file/Newsletters%20and%20leaflets/CASSANDRA_Newsletter_No3.PDF)  
[http://cassandra-project.eu/userdata/file/Newsletters%20and%20leaflets/CASSANDRA\\_Newsletter\\_No4\\_web.pdf](http://cassandra-project.eu/userdata/file/Newsletters%20and%20leaflets/CASSANDRA_Newsletter_No4_web.pdf)  
[http://cassandra-project.eu/userdata/file/Newsletters%20and%20leaflets/CASSANDRA\\_Newsletter\\_No5.pdf](http://cassandra-project.eu/userdata/file/Newsletters%20and%20leaflets/CASSANDRA_Newsletter_No5.pdf)

### 3 CASSANDRA visibility – selected highlights

The project's dissemination efforts resulted in high visibility of the project in both professional and scientific journals and websites, as well as with many (direct and indirect) stakeholders. The full list of dissemination results is included in the next chapter. In this chapter, some of these results are highlighted to give a little more background to some of the rows in the results tables. These results follow from the active dissemination by various partners of the Cassandra idea, concepts and results to their own and other communities. This results in good exposure to the logistics and supply chain industry, the IT industry, trade communities, service providers, and authorities at different levels (e.g. port, national, European). Furthermore, given the diversity of backgrounds and expertise of the researchers who are working on the project, the scientific dissemination also targets a variety of scientific and practitioner communities, including technical disciplines, transport and trade communities, e-government, and public administration. Note that the results listed in this chapter are by no means exhaustive.

#### 3.1 Cassandra related events

In this section, a number of events are described at which Cassandra was actively disseminated. For all events, see the tables in chapter four. Note that many results of the type 'publication' also include a presentation at a conference (see the additional information column), even when only the published article is mentioned.

##### 3.1.1 Dissemination in the UK

There were significant dissemination activities in the form of meetings with DG Taxud in 2013 and the Multimodal Exhibitions in Birmingham, UK in April 2012 and 2013.

With DG Taxud, consortium members discussed alternative solutions to the undoubted need for pre-arrival, safety and security data and how it is needed to re-think current Customs data sources, timings and roles. In essence "Who packed the box?", "make better use of existing commercial data used to order, buy, pay for and ship the goods" and "capture data as early as possible in the supply chain and assess the entities, the goods and the logistics". As a result, stronger links are starting to be build between Cassandra and SSTL (Smart and Secure Trade Lanes) a Customs to Customs project between China and EU Customs.

The UK Multimodal Exhibitions have provided an invaluable showcase for Cassandra and the pipeline concept. A presentation in 2012 generated extensive interest from UK international traders, resulted in several articles in leading UK trade publications and increased the level of support from leading trade representative groups such as BIFA. In 2013 that level of support was enhanced through practical, closer relationships with Hutchison Ports (Felixstowe), Metro Shipping and Uniserve, the largest independent freight and logistics company in the UK. The Port of Felixstowe and Uniserve will feature in pipeline developments in 2014.

##### 3.1.2 CASSANDRA at conferences

In 2012, the CASSANDRA project hosted the session on "Security and Risk Assessment in Logistics" at the European Conference on ICT for Transport Logistics (ECITL) conference which took place in Gothenburg (Sweden) from November 7th to 9th, 2012. The session highlighted concepts like data sharing in supply chains, the project's risk based approach as well as mid-term results of the work packages. The session was followed by interesting and fruitful discussions which clearly indicated the relevance of the CASSANDRA topics. CASSANDRA also hosted a project stand at the conference exhibition. At the 2013 ECITL conference, in Zaragoza (Spain), Cassandra offered a 'lecture' on supply chain visibility,

followed by a number of talks by on supply chain security in the 21<sup>st</sup> century. Beside the workshop session, CASSANDRA also had a booth at the conference, which informed the ECITL's participants about the progress of the project. Also, CASSANDRA featured in a number of papers and presentations at the conference.

During the transport logistics fair from 4th to 7th June 2013 in Munich, the CASSANDRA project team organized a workshop with the title "EU project CASSANDRA - Supporting Tomorrow's Logistics Chains - The Future of Supply Chain Visibility". The workshop zoomed in on the benefits for practice and ended with a panel discussion.

Furthermore, in 2012 a workshop for shipper and freight forwarders has been carried on October 30 in Brussels. Finally, key people in the Cassandra consortium have advisory roles in various forums related to the Cassandra topic. Another notable event was a TEDx talk given by prof. Yao-Hua Tan at TEDxBinnenhof (the political centre of The Netherlands), see <http://www.youtube.com/watch?v=TEndj6xS584>.

In 2011, the 6th annual PICARD (Partnership In Customs Academic Research and Development) Conference took place on 14-16 September, 2011, at the premises of the United Nations in Geneva, Switzerland. CASSANDRA project was presented by CBRA to the audience of approximately 200 conference delegates (title of the presentation: "CASSANDRA contributions regarding the future of customs research and education"). The conference discussions touched upon the growing concerns that customs are today not attractive enough as employers to hire the best available talent. In order to enhance the professional quality of the future customs force globally, the conference participants discussed how the sector could benefit from support from and interaction with the academic world in solving this dilemma.

In 2011 and 2012, the Workshop on IT Innovations Enabling Seamless and Secure Supply Chains (WITNESS) was organized in conjunction with the IFIP WG8.5 EGOV Conference. Both workshops featured presentations and a panel discussion on how IT-supported innovations can be put to the benefit of the various stakeholders in global supply chains. The first workshop resulted in a number of conferences papers that were later expanded and updated to a journal version. In 2012, a Special Issue of the International Journal of Electronic Government Research (IJEGR) was published, comprising a series of Cassandra-related articles from CBRA, TNO, and TU Delft.

### **3.1.3 CASSANDRA final consortium meeting and final workshop**

The third CASSANDRA General Assembly Meeting took place from 8th to 9th May 2014 in Delft, the Netherlands. This meeting was the last General Assembly of CASSANDRA and was combined with an official project review.

All of the 26 CASSANDRA consortium members came together for presenting the results of the three-year research. Focus was the results of the applied concept and approaches, the exploitation plan and the dashboards which have been developed during the project. In detail, during a session the participants had the opportunity to test the dashboards in a live demonstration. All in all, the partners summed up a successful cooperation in the last three years and look forward to promising and far-reaching approaches for an improved security through more visibility in global maritime transport chains.

One week later, on 15<sup>th</sup> of May, a final workshop was held in affiliation with the conference of the European Shippers Council. Yao-Hua Tan from TU Delft moderated the event and began with an introduction on the key principles of CASSANDRA. Beside the Data Pipeline, data accuracy and piggy-backing for customs he also mentioned the Living Labs and the



dashboards. In addition, he presented follow-up opportunities like Smart and Secure Trade Lanes and the collaboration of the CASSANDRA network in the project CORE, which just started in May 2014.

In the session “CASSANDRA’s Benefits - The Business Perspective” John Prop from BAP Logistics and Sebastian Seidel from DHL explained the benefits of businesses. John Prop highlighted that further upstream data visibility leads to accurate pre-planning information and improvements for warehouse handling. This visibility also enables lesser discrepancies in purchase orders and packaging lists, which is especially important for promotions. Furthermore, supply chain visibility solutions like the CASSANDRA dashboards give information on milestone events which can be forwarded to their customers. Sebastian Seidel added that supply chain visibility can lead to reductions of the vulnerability as well as improvement of the reliability of supply chains. Optimized digital data flow can even reduce transaction costs.

During the session “CASSANDRA - Approach and Tools” Eric Geerts introduced the business dashboard of Descartes which acts as visibility solution to clarify container and consignment information and status monitoring. This collaborative multi-party solution for data sharing offers value added services, in particular the exception management, e.g. alerts of milestones in case of deviations or alerts on cross-checking of different data sources. Further on, he described the architecture in order to show how data is captured and can be used in the dashboard as well as the data access control mechanism to ensure access control and data security. Following this, Germán Herrero Carcel presented the dashboard solution of ATOS and its implementation in the third Living Lab on the trade lane Egypt to Spain. This business dashboard enables operational risk management based on supply chain visibility. He explained several use cases, in particular the use case on reusing the export source also as import source. Last speaker of this session was Norbert Kouwenhoven who gave a brief demo tour on the customs dashboard which has been developed by IBM and Intrasoft. He showed how supply chain data can be retrieved from the Data Pipeline for customs purposes and how information on goods, involved parties and also tracking information are visualised in this dashboard.

Frank Heijmann from Dutch Tax and Customs Administration and David Hesketh from HM Revenue & Customs gave a talk in the session “CASSANDRA’s Benefits - The Customs Perspective”. Frank Heijmann pointed out the problem of customs authorities. In particular, goods are not always described or despatched properly for transport and regulatory purposes. He also highlighted the challenge for customs authorities of getting data in better quality. In detail, information comes from different systems which are belonging to different organizations. This leads to the importance of getting accurate data at the consignment completion point - consequently, getting data directly from the source. David Hesketh supported these problems and clearly emphasised the issue for shippers: arriving goods in wrong quality respective wrong quantity or late arrival. Therefore, he presented the Data Pipeline approach and its benefits especially for shippers. Multiple filing, i.e. getting data from different sources, is of strong interest for customs authorities for their risk assessment. Hesketh also described the benefits of the CASSANDRA project to customs. In detail, CASSANDRA achieved the facilitation of the combination of existing information sources. Furthermore, the visibility has been improved but there is still space for enhancement in the near future which can be achieved by following the Data Pipeline vision. He explained that data will not be pushed from the Data Pipeline to the customs dashboard, but have to be queried. Querying the customs dashboard is a beneficial solution for Dutch customs, but UK customs would prefer to get data pushed into their systems in order to enable piggy-backing on the data for risk assessment.

Finally, Gerwin Zomer from TNO gave a presentation on some aspects on the future of CASSANDRA. In particular, he introduced a serious game that will be developed within the next months. Players can take action as various supply chain actors, using different playing cards symbolising tactic and strategic supply chain measures. The aim of this game is to understand the different perspectives and to promote the CASSANDRA key elements within the dissemination activities.

During the following discussion the participants used the opportunity to exchange several key elements of CASSANDRA with the panel speakers. The participants were especially interested in discussing the topics data accuracy, data integrity and data storage. Trusted traders and trusted trade lanes were also of great interest to the attendees

### 3.2 Whitepapers

To support spreading the project's ideas and results, white papers have been published at various stages in the project. These white papers briefly explain one of the project's concepts or interesting material in just a couple of pages, tailored to a general audience. White papers have been published about the Living Labs approach, the set-up thereof (at the start of the Living Labs), and about the benefits of Cassandra. At the end of the project, to support widespread accessibility of the projects deliverables many deliverables were designed to follow the format of a paper. This means that they are relatively short and written in an accessible style. For some deliverables where the full details are also needed, a shorter paper was also written to capture the main storyline (e.g. the Living Lab 1 paper, with all the Living Lab details in a much longer 'annex'). Furthermore, a series of white papers were published. For instance, based on Living Lab 1 (Asia-Europe), white papers were published on two of the trade lanes, another two white papers were published based on the IT solutions that address Cassandra's ambitions, and thirdly, a white paper was published briefly describing the methodology used in the Living Lab demonstrations. Based on Living Lab 2 (Europe-USA), two white papers were published that describe the outcome of that Living Lab; one concerns supporting the stakeholders specific to the Living Lab, the other concerns an example of how a risk-based approach can be applied. All white papers can be found on the project website: [www.cassandra-project.eu](http://www.cassandra-project.eu).

### 3.3 Dissemination by customs partners and police

Probably the longest-running dissemination activity was that of David Hesketh (HMRC) and Frank Heijmann (Dutch Customs). They spent much of the first two years of the project on spreading awareness of the problems that Cassandra addresses, and educating on the underlying issues and the Cassandra solutions. Spreading the word was often about explaining the pipeline philosophy, and sometimes a step further to discussing where business benefits can be found, so the real drivers of the concept were discussed. Among their key joint dissemination efforts were the presentations at the WCO IT conference in Seattle in 2011 and the various presentations they did to DG Taxud. For HMRC, on top of that, it includes a presentation at Multimodal 2012 in Birmingham, UK. Also DCA spread the word in the whole world during different events, including WCO events in Dubai and Argentina, at business events in Zurich, Brussels, Moscow and Cologne, and at national customs-business and business events in the Netherlands.

The WCO IT conference introduced the world's customs community to the concept of the seamless, integrated data pipeline and specific problems with the current supply chain data flow, regulations and risk assessment (especially from the manifest). The presentations to DG Taxud also made them aware of the data problems and offered a concept solution to the shortcomings of ICS and customs risk management. That the project was able to actually proof the pipeline concept within the life cycle of the project, is a surprise to some of the listeners.

On top of the major dissemination activities of the customs partners, the KLPD advocated and promoted the new principles and services developed in Cassandra to the current EU Police infrastructural networks for Road, Waterborne and Rail transport, including offering the necessary expertise and knowledge needed to deploy the solution. Two WU Police networks in particular, Aquapol and Railpol have been approached in full detail as the Program EU of the KLPD is actually fully managing those two networks.

KLPD, by its participation in and management of the two aforementioned EU Infrastructural Police networks is present in 27 EU countries. Both networks have a working group on Security & Criminality where Cassandra has been presented and advocated. Next to the principles developed in Cassandra KLPD is also sharing its expertise and experience on Transport- and Supply chain criminality in close relation to the EU Priority cycle of fighting serious organised crime (SOCTA 2013) and EMPACT.

### 3.4 Dissemination by technology and trade partners

At many of the abovementioned events, a key element of the Cassandra presentations and workshops, have been the presentations and demonstrations provided by the business partners in the project. Especially in the final stages of the project, the IT solution providers have demonstrated the pipeline technology and the dashboard at a host of events. Also, the freight forwarders in the consortium have provided a series of talks to a variety of audiences, telling about their trade lanes, the results of the search for better data, the Living Labs set-up and the ultimate results and benefits that they have gotten from the project.

On top of this, there have been some specific events, including the GS1 conferences, such as the Industry & Standards Event in Lisbon, in 2013, where CASSANDRA was presented to the Transport & Logistics Industry Engagement Group. For IBM, one highlight event was what they held in London in March 2013, and the report about the event that was published in the WCO news magazine. The event was a seminar on Transparent and Secure Trade. Three stakeholder groups were represented at this Seminar: organizations involved in importing/exporting goods; organizations involved in moving goods; and government agencies involved in international trade.

### 3.5 Scientific dissemination

As demonstrated by the material captured in this deliverable, the project's concepts and results have attracted much attention and debate among communities in trade, logistics, IT solutions providers and government agencies at multiple levels of government. Still, the project was also a success scientifically. The tables in the next chapter display many scientific results in the form of papers accepted for conferences and those published in proceedings and international journals.

Among the highlights with respect to this scientific dissemination is the fact that a steady stream of high-quality scientific papers is now coming from the project. Notably, publications in high-impact international journals include two papers in *Government Information Quarterly* (one of the highest-ranking journals in the field of Electronic Government): "Drivers and barriers affecting usage of e-Customs usage – A global survey with customs administrations using multivariate analysis" by CBRA, and "Shaping transformation through platforms: the shared realization of public values and business goals" by TUD. Another paper in a well-regarded international journal was "Developing multi-layer information infrastructures: advancing social innovation through public-private governance" in *Information Systems Management*, by TUD.

Also, based on the first WITNESS workshop, a special issue of the International Journal of Electronic Government Research was published, featuring four articles about Cassandra,

with authors from TUD, CBRA, TNO, HMRC and DCA. A highlight here is that there are a number of publications co-authored by scientific partners and government partners. These articles really cross the gap between scientific and practitioner perspectives.

Other publications include publications on the RBA and on business intelligence, such as the paper “Business Intelligence for Improving Supply Chain Risk Management” by EUR. That paper was presented at the ECITL conference, where multiple papers on Cassandra have been published and presented. The security aspect has also led to new collaboration, such as the Europe-Thailand cooperation by CBRA, leading to the report: “Implementation of international standards on Supply Chain Security leading to a secure Trade Environment and to increased Trade Facilitation”. Also shipping and logistics journals published Cassandra research, such as CBRA’s paper ‘Exploring security effects on transport performance” in the International Journal of Shipping and Transport Logistics.

Finally, a couple of papers on the Cassandra Living Labs approach and the merits thereof have been published. The papers were written jointly by TNO (Lucassen) and TUD (Klievink). One of them presents a framework for Living Labs “A living lab framework: facilitating the adoption of innovations in international information infrastructures”. Another (“Facilitating adoption of international information infrastructures: a Living Labs approach”) concerned the use of Living Labs to support building trust among partners, in order to facilitate the adoption of the technological innovations. The latter paper was also nominated for a best paper award.

These examples of scientific results by no means cover all of the scientific outcomes of the project. It does show that the publications come from all scientific partners, also in collaboration with non-scientific partners in the project. Also, it shows that the scientific results are published in outlets including the technical disciplines, shipping and logistics, information systems, and somewhat more public administration oriented journals.

## 4 Dissemination results

CASSANDRA was presented to a variety of relevant audiences at a number of events. The tables include columns with: type of publication, main or lead project partner, title of the result, data, place, type of audience, size of audience, countries addressed, and the name of the event or other additional information.

The dissemination results are presented in four sections; one for each calendar year in which the project was active (2011, 2012, 2013, and 2014, starting with the newest). Within each year's section, the table is sorted alphabetically by lead partner name, and per partner sorted by data of the result (if applicable).

### 4.1 Results in 2014

Type	Partner	Title	Date	Place	Type of audience	Size of audience	Countries addressed	Additional information
Conference	APSS	Forum of procedures simplification	18/03/14	Setubal, Portugal	Policy makers	30	Portugal	
Conference	APSS	The adoption of innovations in Portuguese trades	25/03/14	Lisbon, Portugal	Policy makers	10	Portugal	
Presentations	DESC	From electronic shipments to electronic Customs	08/05/14	Brussels, Belgium	Industry, policy makers	50	Belgium	OTM Dag Van De Verlader
Conference	EUR	Auditing Data Reliability in International Logistics	27/04/14	Lisbon, Portugal	Scientific community	500	World	16th International Conference on Enterprise Information Systems (ICEIS 2014)
Conference	EUR	Auditing Import Declarations with a Data-Driven Approach	01/06/14	Bled, Slovenia	Scientific community	500		27th Bled eConference (Bled 2014)
Conference	GS1	GS1 Global Forum	18/01/14	Brussels, Belgium	Industry	650	World	Marketplace overview of CASSANDRA project & role of GS1. Presentation to transport & logistics industry engagement group
Conference	GS1	GS1 Conference – Industry & Standards Event	25/03/14	Atlanta, Georgia, USA	Industry	50	World	Presentation of CASSANDRA Project to Transport & Logistics Industry Engagement Group.
Publication	GS1	GS1's answer to the Cassandra's ambitions	23/05/14	Brussels, Belgium	Industry		World	Publication of White Paper to GS1 Member Organizations
Posters	INTRAS OFT	CASSANDRA Logo, objectives and results are intended to be included in the company's next official posters	01/06/14	Athens (Greece)	Multiple		Worldwide	
Newsletter	INTRAS OFT	Newsletter that refers to the CASSANDRA Customs Dashboard and key achievements of the project	15/06/14	Athens (Greece)	Multiple		Worldwide	
Presentation	INTRAS OFT	Presentation of Customs Dashboard and overall achievements and challenges	15/06/14	Athens(Greece), Luxembourg	Industry	10	Industry	
Brochures / Flyers	INTRAS OFT	Redesigning brochures to include the CASSANDRA logo and key achievements	01/07/14	Athens (Greece)	Multiple		Worldwide	
Web sites/Application	INTRAS OFT	Cassandra on next release of the company's web site	15/09/14	Athens (Greece), Luxembourg	General Public		Worldwide	
Publication	ISL	Heading Towards the Next Level of Supply Chain Security	14/04/14	Paris, France	All of the above		World	Talk at Transport Research Arena (TRA) 2014
Presentations	TNO	automotive applications of Cassandra pipeline	09/01/14	Compiègne, France	Industry	2	France	presentation on cassandra pipeline
Presentations	TNO	supervision in hinterland transport	22/01/14	Veghel, Netherlands	Industry	3	Netherlands	presentation on Cassandra pipeline
Presentations	TNO	Compliance and control in international supply chains	21/03/14	Eindhoven, Netherlands	Multiple (please overwrite this cell)	140	World	seminar and inaugural address Albert Veenstra
Publication	TNO	A living lab framework: facilitating the adoption of innovations in international information infrastructures	14/04/14	Paris, France	All of the above		World	Paper and poster presentation at Transport Research Arena (TRA) 2014
Presentations	TNO	trusted tradelane development	15/04/14	Garderen, Netherlands	Chinese Customs	40	China	presentation on trusted tradelanes to Chinese customs officials
Presentations	TNO	trusted tradelanes and enforcement	06/05/14	Delft, Netherlands	Industry	1	Netherlands	presentation on trusted tradelane development to Pincvision
Workshops	TNO	CASSANDRA workshop (co-hosted with ESC)	15/05/14	Brussels, Belgium	All of the above	100	Europe	Cassandra final public presentations by multiple

								partners (incl. IBM, Descartes, TNO, TUD, BAP, ATOS, DCA, HMRC)
Workshops	TNO	CASSANDRA Results	22/05/14	Zoetermeer, Netherlands	Industry	15	Netherlands	EVO Raad voor Logistieke Kennis
Workshops	TNO	CASSANDRA Serious Game	27/05/14	Delft, Netherlands	Industry	50	Netherlands	CASSANDRA serious game event
Publication	TNO	Paper Cassandra DASC methodology: Data Analysis for SC's	31/05/14	Delft, NL	All	n/a	Worldwide	
Publication	TNO	White paper Descartes' answer to the Cassandra ambitions	31/05/14	Delft, NL	All	n/a	Worldwide	
Publication	TNO	White paper GS1's answer to the Cassandra ambitions	31/05/14	Delft, NL	All	n/a	Worldwide	
Publication	TNO	White paper Penang - Venlo demonstration by Seacon logistics	31/05/14	Delft	All	n/a	Worldwide	
Publication	TNO	White paper Yantian - Felixstowe demonstration by BAP	31/05/14	Delft	All	n/a	Worldwide	
Publication	TUD	Establishing Information Infrastructures for International Trade: Discussing the Role and Governance of Port-Community Systems	31/01/14	Breda, Netherlands	Industry, scientific community		World	Paper presentation at the 5th International Conference Information Systems, Logistics and Supply Chain (ILS 2014)
Publication	TUD	Developing multi-layer information infrastructures: advancing social innovation through public-private governance	30/03/14	n/a	Scientific community		World	Scientific paper accepted for publication in Information Systems Management (ISM), volume 31, issue 3
Publication	TUD	Interconnecting governments, businesses and citizens – Comparing digital infrastructures	08/04/14	Dublin, Ireland	Scientific community	150	World	Paper for IFIP WG8.5 EGOV conference 2014
Publication	TUD	Shaping transformation through platforms: the shared realization of public values and business goals	16/04/14	n/a	Scientific community		World	Scientific paper accepted for publication in Government Information Quarterly
Publication	TUD	Data Sharing Issues and Potential Solutions for Adoption of Information Infrastructures: Evidence from a Data Pipeline Project in the Global Supply Chain over Sea	09/05/14	Bled, Slovenia	Scientific community		World	Paper for the 27th Bled eConference
Workshops	TUD	Workshop 'in control'	18/06/14	Delft, Netherlands	Industry, policy makers	20	Netherlands	
Films		Cassandra video	31/05/14		All		Worldwide	Available online

## 4.2 Results in 2013

Type	Partner	Title	Date	Place	Type of audience	Size of audience	Countries addressed	Additional information
Conference	APSS	Ports of CPLP a vision of the future	17/10/13	Lobito, Angola	All of the above	700	Angola, Mozambique, Guiné, Brazil, Portugal, Cape verde, São Tome, Timor	VII APLOP Conference
Presentations	APSS	Port vision to the future	04/11/13	Setubal, Portugal	Civil society	50	Portugal	
Presentations	APSS	Incrising the security of Ports	07/11/13	Lisbon, Portugal	Policy makers	20	Portugal	
Conference	ATOS	Improving urban transport thanks to semantic interoperability	01/10/13	Frankfurt	Industry		European	European Transport Conference
Conference	ATOS	First International Conference on "A European research strategy for intermodal transport"	17-18/04/2013	Las Palmas de Gran Canaria (Spain)	All of the above	100	Italy, Turkey, Spain, Bulgaria, Germany	1ST INTRARREGIO CONFERENCE
Presentations	BAP	Future of Supply Chain Visibility	06/06/13	Munich, DE	Industry	50	World	Presentation at the Transport Logistics conference and highlighted the expected benefits from the project and experiences in the Living Labs
Presentations	CBRA	INTERPOL expert meeting	01/06/13	Lyon, France	Policy makers		World	
Conference	CBRA	CASSANDRA	04/06/2013	Munich	Multiple (please overwrite this cell)	-	-	Transport Logistics Munich 2013
Workshops	CBRA	Thailand-Europe Cooperation	16/10/13	n/a				Report: Implementation of international standards on

								Supply Chain Security leading to a secure Trade Environment and to increased Trade Facilitation
Conference	CBRA	WCO Picard conference St. Petersburg	18/10/13	St. Petersburg, Russia	Policy makers	250	World	Short presentations and Cassandra material
Conference	CBRA	CASSANDRA results at "Sustainable Development of Tax and Customs Administration within the EU"	30/10/13	Riga, Latvia	Scientific community		World	
Publication	CBRA	Exploring security effects on transport performance		n/a	Scientific community	-	All	Accepted in International Journal of Shipping and Transport Logistics
Publication	CBRA	Drivers and barriers affecting usage of e-Customs usage – A global survey with customs administrations using multivariate analysis		n/a	Scientific community	-	All	Accepted in Government Information Quarterly
Workshops	DCA	CASSANDRA	24/04/13	The Hague, Netherlands	Industry	5	Netherlands	TED-x Binnenhof salondiscussie
Conference	EUR	The European Security Innovation Network final conference	22/03/13	Brussels	All of the above	-	EU	Networking and dissemination about Cassandra project with different participants
Publication	EUR	Analysis for Detecting and Explaining Exceptions in Business Data	09/06/13	Bled, Slovenia	Scientific community	157	World	Paper at BLED 2013 conference
Conference	EUR	Detecting and Explaining Business Exceptions for Risk Assessment	03/07/13	Angers, France	Scientific community	500	World	International Conference on Enterprise Information Systems 2013
Workshops	EUR	Cassandra research Challenges	17/09/13	Rotterdam, Netherlands	Scientific community	25	Netherlands	Presentation and discussion of Cassandra concepts with researchers from Erasmus Smart Port Rotterdam
Publication	EUR	Public-Private Partnership for Coordinated Supply Chain risk management	23/10/13	Zaragoza, Spain	Industry, scientific community	200	EU	ECITL 2013 conference
Publication	EUR	Business Intelligence for Improving Supply Chain Risk Management	23/10/13	Zaragoza, Spain	Industry, scientific community	200	EU	ECITL 2013 conference
Workshops	EUR	Potential benefits of the CASSANDRA project	28/10/13	Felixstowe	Industry	-	-	-
Conference	EUR	Analysis for Detecting and Explaining Exceptions in Business Data	11/06/13	Bled, Slovenia	All of the above	500	World	Bled conference 2013
Web sites/Application	GMV	CASSANDRA in national news (gmV website publication)	04/01/12	Portugal			Portugal	<a href="http://www.gmv.com/export/sites/gmv/DocumentsPDF/GMV_medios/Digitales/2012/Enero/cargoedicoes4_1_12.pdf">http://www.gmv.com/export/sites/gmv/DocumentsPDF/GMV_medios/Digitales/2012/Enero/cargoedicoes4_1_12.pdf</a>
Presentations	GMV	Commercial Meetings	01/01/13	n/a	Industry		World	
Exhibitions	GMV	Visit to Turkey with the Minister of state and foreign Affairs	05/04/13	Turkey	Industry		Turkey	
Exhibitions	GMV	Turkish President in Portugal	06/05/13	Lisbon	Industry		Turkey	
Flyers	GS1	Cassandra improves supply chain through visibility	08/02/13	Brussels	Member organisations	-	World	-
Conference	GS1	GS1 Global Forum	19/02/13	Brussels	Member organisations	650	World	Marketplace overview of CASSANDRA project & role of GS1. Presentation to transport&logistics industry engagement group
Conference	GS1	GS1 Conference – Industry & Standards Event	18/03/13	Dallas, TX, USA	Member organisations	50	World	-
Conference	GS1	GS1 Conference – Industry & Standards Event	08/10/13	Lisbon	Industry	70	World	Presentation of CASSANDRA Project to Transport & Logistics Industry Engagement Group.
Presentations	HMRC	Multimodal Exhibitions	01/04/13	Birmingham, UK	Industry			
Workshops	IBM	Seminar on Transparent and Secure Trade	01/03/13	London, UK	Industry, policy makers		Europe	Publication of event in WCO magazine (also in overview)
Publication	IBM	Improving supply chain transparency	01/07/13	n/a	Policy makers		World	Ziv Baida, Leigh H. Coen and Norbert Kouwenhoven, Improving supply chain transparency, WCO News Magazine, Volume 71, pages 42 - 43, June 2013
Workshops	ISL	EU project CASSANDRA - Supporting Tomorrow's Logistics Chains - The Future of Supply Chain Visibility	06/06/13	Munich, DE	Industry	50	World	Workshop organised and hosted. During transport logistics fair in Munich
Presentations	ISL	Improved Supply Chain Security by Visibility	28/06/13	Bremerhaven, DE	Industry	15	Brasil	Visit of delegation of Brasil at ISL
Presentations	ISL	Improving Supply Chain Management by Enhanced Risk Management	05/09/13	Hamburg, DE	Scientific community	40	World	HICL 2013

Presentations	ISL	Improving Security through Visibility in Intermodal Transports	14/10/13	La Coruña, ES	Scientific community	50	World	IMAM 2013
Conference	ISL	Session "Security in Logistics"	25/10/13	Zaragoza, ES	All of the above	40	World	Organised and moderation of the session on ECITL 2013
Presentations	ISL	Demonstration of Supply Chain Visibility in Real-life Settings	25/10/13	Zaragoza, ES	All of the above	40	World	ECITL 2013
Presentations	Portic	Introduce the project to a new partner	04/02/13	Barcelona, Spain	Industry	4	Egypt, Spain	-
Presentations	Portic	Show dashboard mockups to other LLs	27/02/13	Hoofddorp, The Netherlands	Scientific community	15	-	-
Presentations	Portic	Show dashboard mockups to local partners	17/04/13	Barcelona, Spain	Industry	2	Egypt, Spain	-
Presentations	TNO	CASSANDRA	23/04/13	The Hague, Netherlands	Policy makers	5	Singapore	SSIPO visit to Europe on Supply Chain Security
Conference	TNO	CASSANDRA	08/06/13	Ankara, Turkey	Policy makers	150	Turkey	Turkish customs workshop on Logistics symposium Customs & Trade experts
Conference	TNO	WCO Picard conference St. Petersburg	19/09/13	St. Petersburg, Russia	Policy makers	250	World	WCO Picard conference
Workshops	TNO	CASSANDRA	24/09/13	Maastricht, Netherlands	All of the above	40	World	Smart rivers conference, organised by Rijkswaterstaat
Workshops	TNO	Workshop vaktechnische dagen Tax authority	11/10/13	Egmond aan Zee, Netherlands	Policy makers	20	Netherlands	Training for DCA
Publication	TNO	Internationale Iof voor Cassandra en Nederlandse kennispositie	13/10/13	-	All of the above	-	Netherlands	Logistiek.nl, the Dutch Portal for logistics news and knowledge
Conference	TNO	Towards an IT infrastructure for compliance management by data interoperability – the changing role of authorities	24/10/13	Zaragoza, Spain	Industry, scientific community	30	Europe	ECITL 2013
Presentations	TUD	Presentation of Cassandra to CBS	04/03/13	Delft	Scientific community	2	EU	Presentation to Copenhagen Business School (partner in ITAIDE)
Presentations	TUD	Presentation of Cassandra to Maersk Line	05/03/13	Delft	Industry	5	World	-
Workshops	TUD	Cassandra innovations and the financial sector	26/03/13	Amsterdam, Netherlands	Industry	50	NL	Presentation and innovation workshop at WIFS year event
Publication	TUD	Multi-Level Access Control in the Data Pipeline of the International Supply Chain System	29/03/13	Macau	Scientific community	-	World	Authors: Potchara Pruksasri, Jan van den Berg, Wout Hofman and Semir Daskapan
Workshops	TUD	Cassandra case workshop	09/04/13	Delft	Scientific community	30	Netherlands	TU Delft, TPM, Research day
Presentations	TUD	Presentation of Cassandra project and research + discussion	15/04/13	Munster, Germany	Scientific community	12	EU	Presentation at University of Munster
Publication	TUD	Developing multi-sided platforms for public-private information sharing: design observations from two case studies	17/06/13	Quebec City, Canada	Scientific community, policy	150	World	Publication and presentation at eg.o 2013 conference
Publication	TUD	Exploring barriers and stepping stones for system based monitoring: insights from global supply chains	16/09/13	Koblenz, Germany	Scientific community	150	World	Publication and presentation at EGOV2013 conference
Workshops	TUD	Workshop on Open Information Infrastructures Enabling Innovations	16/09/13	Koblenz, Germany	Scientific community		World	
Publication	TUD	Facilitating adoption of international information infrastructures: a Living Labs approach	17/09/13	Koblenz, Germany	Scientific community	150	World	Publication and presentation at EGOV2013 conference
Conference	TUD	WCO Picard conference St. Petersburg	18/10/13	St. Petersburg, Russia	Policy makers	250	World	Short presentations
Presentations	TUD	Customs and compliance master presentation	21/10/13	Delft, Netherlands	Industry, policy makers	9	Netherlands	
Presentations	TUD	Customs and compliance master presentation	01/11/13	Delft, Netherlands	Industry, policy makers	12	Netherlands	
Presentations	TUD	Information Exchange in Global Logistics Chains: an application for Model-based Auditing	07/11/13	Delft, Netherlands	Scientific community		World	
Press release	ZLC	Press kit: Supply Chain and Logistics Innovation Week	22/10/13	Zaragoza, Spain	General public		World	Supply Chain and Logistics Innovation Week <a href="http://www.zlc.edu.es/content/files/press_kit_oct_2013.pdf">http://www.zlc.edu.es/content/files/press_kit_oct_2013.pdf</a>
Press article	ZLC	The activities of the Innovation Week reflect the regional commitment to the logistic innovation as a tool for growth	22/10/13	Zaragoza, Spain	General public		Spain	Heraldo de Aragón <a href="http://www.zlc.edu.es/news-and-events/news/the-activities-of-the-innovation-">http://www.zlc.edu.es/news-and-events/news/the-activities-of-the-innovation-</a>



		and development						week-reflect-the-regional-commitment-to-the-logistic-innovation-as-a-tool-for-growth-and-development/
Presentation	ZLC	Big data and serialization for supply chain value creation	24/10/13	Zaragoza, Spain	Industry, scientific community	200	EU	ECITL 2013 <a href="http://www.ecitl.eu/ecitl_2013/agenda2.php">http://www.ecitl.eu/ecitl_2013/agenda2.php</a>
Presentation	ZLC	Best practices to adopt successfully international logistics models	17-18 April 2012	Mexico	Industry, scientific community	-	Mexico	Logistics Summit <a href="http://www.logisticsummit.com/summit/speakers/">http://www.logisticsummit.com/summit/speakers/</a>

### 4.3 Results in 2012

Type	Partner	Title	Date	Place	Type of audience	Size of audience	Countries addressed	Additional information
Presentations	APSS	CASSANDRA overview presented to Setubal Port Protection Committee	05/01/12	Setúbal, Portugal	Public stakeholders (Authorities)	15	Portugal	Public stakeholders (Authorities)
Press releases	APSS	APSS Newsletter report (text)	10/02/12	Setúbal, Portugal	Scientific, industry, policy	5000	Portugal	electronical and printed magazine
Presentations	APSS	CASSANDRA presented on the International Conference – Cascais, LOGISTEL	26/03/12	Cascais, Portugal	Scientific, industry, policy	300	Portugal, Angola, Guiné, Cabo Verde, Brasil, Mozambique	Pedro Ponte, presented on Logistel International conference
Workshops	APSS	CASSANDRA presented on Lisbon International Fair (FIL) – Workshop Potential Business Portugal Marroc's	07/05/12	Lisbon, Portugal	Industry	150	Portugal, Marrocos	Dissemination action AICEP, CASSANDRA Project presented on Lisbon International Fair (FIL) – Workshop Potential Business Portugal Marroc's
Presentations	APSS	CASSANDRA presentation to Port community – General Assembly	05/09/12	Setúbal, Portugal	Port community	20	Portugal	CASSANDRA presentation to Port community – General Assembly
Conference	APSS	CASSANDRA Dissemination	07/12/13	Lisbon, Portugal		50	Portugal, Angola, Guiné, Cabo Verde, Brasil, Mozambique	CASSANDRA Dissemination on the following seminar "III Encontro de Portos do CPLP"
Presentation	ATOS	Infoday	31/01/12	Brussels, BE	Scientific, policy		Europe	Trans-European Transport Network
Press releases	ATOS	Atos es uno de los líderes del consorcio compuesto por empresas de innovación. Para ver la noticia pulsar sobre el titular.	25/05/12	Madrid, SP	Scientific, industry, policy		Spain	electronical magazine Socinfo
Press releases	ATOS	PROYECTO CASSANDRA. Atos impulsa el proyecto europeo para mejorar la seguridad en la cadena de distribución	25/05/12	Madrid, SP	Scientific, industry, policy		Spain	electronical magazine Logística y Transporte
Press releases	ATOS	El proyecto europeo Cassandra mejorará el acceso a los datos y acelerará las inspecciones aduaneras	28/05/12	Madrid, SP	Scientific, industry, policy		Spain	electronical magazine Nexotrans
Press releases	ATOS	Cómo mejorar la visibilidad de la cadena de distribución	30/05/12	Madrid, SP	Scientific, industry, policy		Spain	electronical magazine Cadena de Suministro
Comercial presentation	ATOS	Cassandra presentation	08/10/12	Brøndby, Denmark	DSV (Global transport and logistic company)	4	Denmark	
Presentation	ATOS	Technical implementation and standardization needs in system based supervision	09/11/12	Goteborg, Swedeen	Industry	20	EU	ECITL 12
Leaflets	ATOS	Industrial Technologies 2012	19-21/06/2012	Aarhus, DK	Scientific, industry, policy		Europe	
Presentation	ATOS	MIBE 2012	20-21/06/2012	Santiago de Compostela, ES	Scientific, industry, policy			Maritime and Brokerage Event
Press releases	ATOS	Atos impulsa el proyecto europeo Cassandra para mejorar la seguridad en la cadena de distribución		Madrid, SP	Scientific, industry, policy		Spain	electronical magazine Interempresas
Conference	CBRA	CASSANDRA in conference papers, brochures	19/04/12	Chicago, US	Scientific community	20	Global, US focus	POMS Production and operation management conference
Conference	CBRA	CASSANDRA presented	09/05/12	Delft, NL	Industry	20	Global, European focus	eFreight conference
Presentations	CBRA	Risk Assessment and Management for zones, regional and national	11/06/2012	Dubai, UAE	Industry		Worldwide	Training course organized by the World FreeZone Convention

		authorities						
Presentations	CBRA	Emerging and evolving risks	26/09/2012	Marrakech, Morocco	Policy makers		Worldwide	WCO PICARD conference
Publication	CBRA	Future development of e-Customs: a survey study with Swiss companies			International Journal		worldwide	International Journal of e-Government Research, accepted for publication
Presentations	DCA	The Pipeline Interface: a research concept to improve compliance in international trade	01/02/12	Ankara, Turkey	Policy makers		Turkey	Visit to Turkish Customs at a seminar in Ankara on the celebration of 40 years trade relations NL-Turkey in February
Presentations	DCA	The Pipeline Interface: a research concept to improve compliance in international trade	01/02/12	unknown	Industry, policy makers			Meeting of the Customs Business Consultation Group February 2012
Presentations	DCA	The Pipeline Interface: a research concept to improve compliance in international trade	15/02/12	Brussels, BE	Policy makers		EU	EU Commission to Unit Taxud IT, February 15 2012
Presentations	DCA	The Pipeline Interface: a research concept to improve compliance in international trade	24/02/12	Rotterdam, Netherlands	Policy makers		EU	To all Customs Liaisons of EU member states to the EU on the occasions of the introduction of a new NL Customs Attachee to Brussels, on February 24 in Rotterdam
Presentations	DCA	The Pipeline Interface: a research concept to improve compliance in international trade	01/03/12	Netherlands	Industry		Netherlands	NL Shipper Council International Trade Advisory Board March 2012
Presentations	DCA	The Pipeline Interface: a research concept to improve compliance in international trade	01/03/12	Rotterdam, Netherlands	Policy makers		Singapore, Netherlands	Singapore Customs visit to NL, march 2012, Rotterdam
Presentations	DCA	The Pipeline Interface: a research concept to improve compliance in international trade	01/03/12	Utrecht, Netherlands	Scientific, industry, policy		Netherlands	Seminar on modernisation in Supervision of the Dutch tax Administration, March 2012 in Utrecht
Presentations	DCA	customs and trade	21/4/2012	Shanghai, China	Dutch China business audience	70	World	Dutch week Shanghai
Presentations	DCA	The Pipeline Interface: a research concept to improve compliance in international trade	01/05/12	Shanghai, China	Scientific, industry, policy		China	Seminar on 40 years Dutch-Sino relations May 2012, Shanghai, China
Presentations	DCA	Cassandra presentation for DG-TAXUD committee	01/06/12	Brussels, Belgium	Policy makers			
Presentations	DCA	World Economic Forum: Resilience and risks in global supply chain	01/06/12	Brussels, Belgium	All of the above			Preparation workshop (WEF)
Presentations	DCA	World Economic Forum: Resilience and risks in global supply chain	01/07/12	Washington, DC	All of the above			Preparation workshop (WEF)
Presentations	DCA	Seminar 'Achterland versnelling' at Venlo Freight Village	01/09/12	Venlo, Netherlands	Scientific, industry, policy			
Interviews	DCA	Who knows what's in the container?	dd/mm/yyyy	n/a	Policy makers		World	Interview Pipeline and Cassandra, will be sent separate, published in Internal Customs Network and send to all trade consultation relations of NL Customs and World Bank
Presentation	Descartes	How to re-construct the SC from dashboard data	09/11/12	Goteborg, Sweden	Scientific, industry, policy	40	Europe	ECITL 2012 conference
Conference	EUR	Coordinated risk management for supply chain and government	07/01/12	Amsterdam	Scientific community	1500	The Netherlands	POM World Conference
Workshops	EUR	Towards a Model for Collaborative, Business Intelligence-supported Risk Assessment	20/02/12	Vienna	Scientific community	100	Austria	6th International Workshop on Value Modeling and Business Ontology (VMBO 2012)
Conference	EUR	Towards a Counterfeit-Proof Global Supply Chains	19/04/2012	Chicago	Scientific community	2000	USA	23rd Annual POMS Conference
Conference	EUR	A Business Intelligence framework for Risk assessment in Business Networks	10/06/12	Barcelona	Scientific community	300	Spain	20th European Conference on Information Systems (ECIS 2012)
Presentation	GS1	GS1 in Asia Pacific Regional Forum	11/01/12	Manila, Philippines	Member organizations of GS1	50	Asia	Overview of Cassandra Project & Role of GS1
Conference	GS1	GS1 Global Forum	16/02/2012	Brussels, Belgium	Member organizations of GS1	250	worldwide	Overview of Cassandra Project & Role of GS1
Conference	GS1	GS1 Conference - Industry & Standards event - Overview of Cassandra	28/03/2012	Brooklyn, NY, USA	Industry	50	worldwide	Overview of Cassandra Project & Role of GS1 – present to Transportation and Logistics Industry Engagement group (by Shirley Arsenault)
Presentation	GS1	GS1 Conference - Industry & Standards event - Overview of Cassandra	10/09/12	Dublin, Ireland	Industry	150	worldwide	Overview of Cassandra Project & Role of GS1 – present to Transportation

								and Logistics Industry Engagement group (by Shirley Arsenault)
Presentation	GS1	GS1 in Europe Regional Forum	17/10/2012	Bucharest, Romania	Member organizations of GS1	50	Europe	Overview of Cassandra Project & Role of GS1
Exhibition	HMRC	Multimodal Exhibition	01/05/01	Birmingham, UK	Trade and Logistics	150	UK	Annual Multimodal Exhibition
Interviews	HMRC	Customs 'revolution' in the pipeline	02/05/12	n/a	All of the above		World	Lloyd's Loading List
Interviews	HMRC	Just who is Cassandra?	18/05/12	n/a	All of the above		World	Lloyd's Loading List
Presentation	HMRC	Association of Freight Software Suppliers	18/06/12	Heathrow Airport	Freight Forwarders	30	UK	Annual meeting of AFSS
Presentation	HMRC	World Economic Forum workshop	18/07/12	Washington, DC	Academic, Trade and Government	50	North America	World Economic Forum 2012 workshops
Publication	HMRC	Can Cassandra answer the riddle of what's in the box?	18/05/02	UK	Freight Business	100000	UK	Freight Business Journal Issue 3 2012
Paper	IBM	Smarter Planet solutions for Customs risk management	01/06/12	n/a	Customs administrations	All 170+ WCO members	Worldwide	WCO News Magazine, Volume 68, pages 42 - 43, June 2012
Paper	IBM	Smarter Planet solutions for Customs risk management	01/09/12	n/a	Customs administrations		Worldwide	IBM publication of the article that was published in the WCO news magazine
Meeting	IBM	Presented Cassandra to Belgian Customs CEO and advisors	09/09/12	Brussels, Belgium	Customs administrations		Belgium	
Presentation	ISL	Cassandra	22/02/12	Cologne, DE	GS1 Member Org. & Members	20	Germany	by Rainer Müller
Workshop	ISL	Logistics for LIFE Workshop	08/03/12	Oslo, NO	Scientific, Industry	50	Europe	by Nils Meyer-Larsen
Presentation	ISL	Security in Intermodal Transports	02/04/12	Brussels, BE	Industry	30	USA	Executive Masters Program of Intermodal Transportation Institute (University of Denver), by Rainer Müller
Conference	ISL	Optimizing Supply Chains Using System Based Supervision and a Risk Based Approach	14/09/12	Hamburg, Germany	Scientific, Industry	20	World	HICL2012 Conference, presentation by Nils Meyer-Larsen
Workshops	KLPD	Link to future activities/projects	08/11/12	Dordrecht	All of the above	10	Netherlands	Cassandra police expertise input - future project after Cassandra.
Presentations	Portic	LL3 Introduction	23/04/12	Barcelona, Spain	Industry	10	Egypt, Spain	
Presentations	Portic	Pipeline Interfaces based on Events Concept	21/09/12	Barcelona, Spain	Industry	10	Egypt, Spain	
Presentations	TNO	Customs innovation for Turkish customs? By Albert	01/01/12	Turkey				
Presentations	TNO	CASSANDRA	31/01/12	Brussels, BE	Scientific, industry, policy		EU	Supply chain Security workshop DG ENTR
Presentations	TNO	Innovation in international trade logistics - Thrust and Control	07/02/12	Rotterdam, NL			NL	AEO Event
Presentations	TNO	Trade facilitation & Extended single window	04/04/12	Etten Leur, NL	Scientific, industry, policy		NL	DIALOG Year event
Presentations	TNO	CASSANDRA	21/04/12	Shanghai, China	Dutch China business audience	70	World	Dutch week Shanghai
Conference	TNO	eFreight conference 2012	09/05/12	Delft, Netherlands	Industry, scientific community	100	World	Local host of eFreight conference 2012, resulting in strong CASSANDRA exposure
Paper+Presentation	TNO	Real time decision making to achieve sustainable logistics."	09/05/12	Delft, NL	Scientific, industry, policy	100	EU	e-Freight conference 2012
Presentations	TNO	CASSANDRA	09/05/12	Delft, NL	Scientific, industry, policy	100	EU	e-Freight conference 2012
Presentations	TNO	CASSANDRA	30/05/12	Vienna, Austria	Scientific, industry, policy		EU	Europro
Workshops	TNO	CASSANDRA Strategic Shipper & Forwarder workshop	30/10/12	Brussels, Belgium	Industry	40	Europe	CASSANDRA Strategic Shipper & Forwarder workshop
Presentations	TNO	CASSANDRA overview	30/10/12	Brussels, Belgium	Industry	40	Europe	CASSANDRA Strategic Shipper & Forwarder workshop
Conference	TNO	Computational auditing as part of horizontal supervision	07/11/12	Gothenburg, Sweden	Scientific community	200	Europe	ECTIL conference
Presentation	TNO	Computational auditing as part of horizontal supervision	09/11/12	Goteborg, Sweden	Scientific, industry, policy	40	Europe	ECITL 2012 conference
Workshops	TNO	CASSANDRA advisory board meeting 2012	13/11/12	Brussels, Belgium	Scientific, industry, policy	20	World	CASSANDRA advisory board meeting 2012

Presentations	TNO	CASSANDRA overview & strategic issues	13/11/12	Brussels, Belgium	Scientific, industry, policy	20	World	CASSANDRA advisory board meeting 2012
Presentation	TNO	A future vision on PCSs	23/11/12	Brussels, Belgium	Scientific, industry, policy		Europe	e-Maritime 2012 conference
Paper+Presentation	TNO, TUD	User profiles as components in dynamic logistic chains	09/05/12	Delft, NL	Scientific, industry, policy	100	EU	e-Freight conference 2012
Presentations	TUD	Towards an orchestration architecture for service delivery in international trade	20/02/12	Vienna, Austria	Scientific community	40	EU, USA	VMBO
Presentation	TUD	Blurring public-private boundaries: governance of information sharing in global trade networks	06/05/12	College Park, MD, USA	Scientific, policy	100	World	Dg.o presentation
Presentation	TUD	Enhancing business and government interactions in global trade	18/05/12	Delft, NL	Scientific, industry, policy			Presentation at CESUN conference
Publication	TUD	Norm Contextualisation	04/06/12	Valencia, Spain	Scientific community	50	All	COIN workshop: <a href="http://ict1.tbm.tudelft.nl/coin2012">http://ict1.tbm.tudelft.nl/coin2012</a>
Publication	TUD	Integrity of Supply Chain Visibility: Linking Information to the Physical World	26/06/12	Gdansk, Poland	Scientific community	40	All	Workshop on Governance, Risk and Compliance in Information Systems (GRCIS 2012)
Presentations	TUD	An ontology-based event-driven architecture for integrating information, processes and services applied to international trade	26/06/12	Gdansk, Poland	Scientific community		EU, world	ONTOSE@CAISE2012
Thesis	TUD	Information Sharing in Global Containerised Trade: From Abstract Organizational Values to Concrete Systems.	24/08/12	Delft NL	Scientific community		NL	MSc Thesis
Workshops	TUD	2nd International Workshop on Process-Aware Logistics Systems	03/09/12	Tallinn, Estonia	Scientific community	30	All	<a href="http://events.it-sudparis.eu/pals/">http://events.it-sudparis.eu/pals/</a>
Conference	TUD	2ND WORKSHOP ON IT INNOVATIONS ENABLING SEAMLESS AND SECURE SUPPLY CHAINS: WITNESS 2012	05/09/12	Kristiansand, Norway	Scientific, policy	100	World	
Presentation	TUD	Demonstration of IT Innovations in Global Supply Chains: Living Labs	05/09/12	Kristiansand, Norway	Scientific, policy			Presentation at WITNESS workshop
Presentations	TUD	Cassandra presentation for international financial institution	01/10/12	Amsterdam, Netherlands	Industry		Netherlands	Presentation for a bank, incl discussion on Living Labs (with DCA)
Presentations	TUD	Information Exchange in Container Logistics	07/11/12	Gothenburg, Sweden	Scientific, industry, policy		world	Presentation at ECITL conference
Presentations	TUD	Cassandra innovations and living labs presentation	07/11/12	Aalsmeer, Netherlands	Scientific, industry, policy	12	Netherlands	Presentation for Dutch shipper and Dutch NVWA
Presentations	TUD	Cassandra and its Living Labs	08/11/12	Zoetermeer, Netherlands	Industry	5	World	Presentation for Dutch branch of European Shippers Council and Dun&Bradstreet
Publication	TUD	Agent-based Modeling and Simulation of Multi-organizational Interactions in International Trade.	04/12/12	Macau	Scientific community	400	world	
Presentations	TUD	Using Values in System Design	18/02/13	Delft, The Netherlands	Scientific community	25	worldwide	VMBO 2013
Publication	TUD	Contextualized Institutions in Virtual Organizations	06/05/13	Saint Paul, USA	Scientific community			
Publication	TUD	A Context-aware Normative Structure in MAS	3-8/06/2012	Valencia, Spain	Scientific community	800	All	AAMAS 2012 conference: <a href="http://aamas2012.webs.upv.es">http://aamas2012.webs.upv.es</a>
Publication	TUD	Three protocols for securing the data pipeline for the International Supply Chain		Lisbon, Portugal	Scientific community		World	J. van den Berg, P. Pruksasri, W.J. Hofman, International Conference e-Commerce 2012, Lisbon, Portugal
Publication	TUD	Enhancing Visibility in International Supply Chains: The Data Pipeline Concept			Scientific community		World	International Journal of e-Government Research, accepted for publication
Publication	TUD	A Stakeholder Analysis of Business-to-Government Information Sharing: the Governance of a Public-Private Platform			Scientific community		World	International Journal of e-Government Research, accepted for publication
Publication	TUD	Special Issue on An Overview of the State of the Art and Future Trends in ICT Innovation for Business-to-Government Interaction			Scientific, policy		World	Special Issue of International Journal of e-Government Research, containing four CASSANDRA articles
Poster session	ZLC	MIT Supply Chain Student Poster Session and Networking Night	19/01/12	Cambridge, MA, USA	Scientific, industry	50	USA	
Publication	ZLC	ZLC examines a new global model of supply chain management based on risk assessment	18/12/12	Zaragoza, Spain	General public		Spain	Publication in local newspaper <a href="http://www.zlc.edu.es/content/files/tercer_milenio.pdf">http://www.zlc.edu.es/content/files/tercer_milenio.pdf</a>

#### 4.4 Results in 2011

Type	Partner	Title	Date	Place	Type of audience	Size of audience	Countries addressed	Additional information
Press releases	ATOS	CASSANDRA: mejorando la seguridad de la cadena de distribución a través de la visibilidad.	13/07/2011	Madrid, SP	All of the above		Spain	
	CBRA	WCO Council survey	23/06/2011	Brussels, BE				
Presentations	CBRA	WCO Academy lecture	04/07/2011	Brussels, BE	Scientific, industry, policy	75	world	
Web sites/Application	CBRA	LinkedIn group ("FP7 CASSANDRA")	10/08/2011		Scientific, industry, policy		Worldwide	
Presentations	CBRA	CASSANDRA contributions regarding the future of customs research and education	16/09/2011	Geneva, CH	Scientific, policy	200	World	PICARD 2011, Toni Männistö
Flyers	CBRA	CASSANDRA brochure	07/10/2011	Rome, IT	Industry	150	Europe	TAPA Q4 conference
Presentations	CBRA	CASSANDRA presented	11/10/2011	Espoo, FI	Industry, policy	100		Frontex conference
Presentations	CBRA	CASSANDRA presented	18/10/2011	Stockholm, SE	Industry, policy	50	Sweden	Security user conference
Flyers	CBRA	CASSANDRA brochure, discussions	20/10/2011	Hague, NL	Industry	2	Europe	EUROPOL, Operations Department 08-OC Networks
Flyers	CBRA	CASSANDRA brochures, discussions	20/10/2011	Paris, FR	Industry, policy	6	world	Milipol, worldwide exhibition on state security
Articles in popular press	CBRA	WCO News article	28/10/2011	Brussels, BE	Industry, policy	2000	world	
Presentations	CBRA	CASSANDRA presented	02/11/2011	Frankfurt, DE	Scientific, industry, policy	100	Europe	3rd NCAS conference, Future of Aviation Security
Presentations	CBRA	CASSANDRA presented	02/11/2011	Delft, NL	Scientific community	24		De- and reregulation of the network industries
Discussions	CBRA	one-to-one discussions on CASSANDRA	17/11/2011	Brussels, BE	industry	120	European	CLECAT conference
Discussions, flyers	CBRA	CASSANDRA brochure	18/11/2011	Lyon, FR	industry	150	Worldwide	ODASCE
Presentations	CBRA	CASSANDRA presented	02/12/2011	Dnipropetrovsk, UA	policy makers, scientific	50	European	
Presentations	CBRA	CASSANDRA presented	05/12/2011	Lausanne, CH	Scientific	40	Worldwide	Master's class at UNIL HEC
Presentations	CBRA	CASSANDRA presented	12/12/2011	Vienna, At	industry, policy makers	60	20+ countries	OSCE-UNECE round table
Presentations	DCA	The Pipeline Interface: a research concept to improve compliance in international trade	01/12/11	Brussels, BE	Policy makers		EU	EU Commission to Unit Policy Taxud, december 2012
Presentations	DCA	The Pipeline Interface: a research concept to improve compliance in international trade	12/12/2011	Geneva, CH	Policy, Authorities, Industry	200	World	UNECE Global Trade Facilitation conference, December 2011
Conference	GS1	GS1 Conference - Industry & Standards event - Overview of Cassandra	29/09/2011	Cologne, DE	Industry	50		Overview of Cassandra Project & Role of GS1 – present to Transportation and Logistics Industry Engagement group (by Shirley Arsenault)
Publication	GS1	High Visibility	11/2011		Industry		World	Shirley Arsenault in Cargo Security International
Conference	GS1	GS1 Taiwan - Transportation & Logistics workshop	17/11/2011	Taipei, Taiwan	GS1 Member Org. & Members	20	Asia	Overview of Cassandra Project & Role of GS1 – present to Transportation and Logistics Industry Engagement group (by Shirley Arsenault)
Seminar	GS1	RFID & IOT Seminar	19/11/2011	Taipei, Taiwan	Industry	100	Asia	Overview of Cassandra Project & Role of GS1 – present to Industry (by Shirley Arsenault)
Cargo Security International	GS1	Supply Chain Security	Oct/Nov 2011	Brussels, BE	Scientific, Industry		world	
Workshops	INTRAS OFT	ePractice event: Effective & Efficient eGovernment Services	15/09/2011	Brussels, BE	Policy makers	100		Simple participation and discuss with conference attendants about the project content
Presentations	ISL	Visibility and Predictability in Intermodal Transports	09/06/2011	Harstad, NO	Scientific, policy	20		NOFOMA 2011, by Rainer Müller
Presentations	ISL	Visibility and Security in Intermodal Transports	22/06/2011	Chios, GR	All of the above	40		ECONSHIP 2011, by Rainer Müller
Workshops	ISL	Information on current European Projects on Container Visibility	29/06/2011	Arlington/Washington DC, USA	Policy, authorities		US	Cargo Security Supply Chain Industry Day, by Prof. Dr. Frank Arendt
Press releases	ISL	CASSANDRA verbessert die Sicherheit und Transparenz	30/06/2011	Bremerhaven, DE	All of the above		DE	

		von Supply Chains						
Press releases	ISL	Sicherheit von Containertransporten via Bremerhaven in die USA im Fokus von Hafenressort und ISL	09/08/2011	Bremen, DE	All of the above		DE	Regional press release for CASSANDRA stakeholder in Northern Germany
Presentations	ISL	Improving Security in Intermodal Transports	05/09/2011	Berlin, DE	Scientific, industry, policy			Future Security 2011, by Rainer Müller
Presentations	ISL	Impact of Supply Chain Visibility and Security on International Container Transport	08/09/2011	Hamburg, DE	Scientific, industry, policy			HICL 2011, by Nils Meyer-Larsen
Flyers	ISL	CASSANDRA brochure	13/09/2011	Bremerhaven, DE	All of the above		Worldwide	
Flyers	ISL	CASSANDRA roll-up poster	21/09/2011	Bremerhaven, DE	Industry		EU	
Flyers	ISL	Living Lab brochure / White paper	10/2011	Bremen, DE	Industry, Policy, Authorities		Worldwide	
Presentations	ISL	Supply Chain Visibility enhancing Security & Efficiency	13/10/2011	Thessaloniki, GR	Scientific, policy		EU	ECITL 2011, by Prof. Dr. Frank Arendt
Presentations	ISL	Improving Security in Intermodal Chains / Risk Assessment in Container Security	25/10/2011	Santiago de Chile, Chile	All of the above		South America	IAME Conference 2011, by Rainer Müller
Article	ISL	CASSANDRA verbessert die Sicherheit und Transparenz von globalen Containertransporten	11/2011	Hamburg, DE	All of the above		DE, Maghreb-Region	Journal: "Mediterranes"; Published by: EMA - European Mediterranean Association; Authors: Prof. Dr. Hans-Dietrich Haasis (ISL), Rainer Müller (ISL), Leif Peters (ISL)
Exhibition	ISL	CASSANDRA (and INTEGRITY) presentation	29/11/2011	Hamburg, DE	Industry		DE, EU	Intermodal Europe 2011 - Container Transport and Logistics across Road, Rail and Sea - Trade Fair
Presentations	TNO	CASSANDRA concept (Gerwin Zomer)	10/05/2011	Munich, DE	Scientific, industry, policy		EU	e-Freight conference 2011
Presentations	TNO	CASSANDRA interoperable solutions (Wout Hofman)	10/05/2011	Munich, DE	Scientific, industry, policy		EU	e-Freight conference 2011
Presentations	TNO	CASSANDRA – Introduction to the project	23/06/2011	Breda, NL	Industry	350		Nationale Distributiedag (NDL/HIDC)
Presentations	TNO	CASSANDRA – Introduction to the project	23/06/2011	Breda, NL	Industry	350		Nationale Distributiedag (NDL/HIDC)
Press releases	TNO	CASSANDRA improves supply chain security through visibility	30/06/2011	Delft, NL	All of the above		EU, world	
Press releases	TNO	CASSANDRA verbetert beveiliging logistieke keten door meer transparantie	30/06/2011	Delft, NL	All of the above		NL	
Press releases	TNO	CASSANDRA improves supply chain security through visibility	30/06/2011	Delft, NL	All of the above		EU, world	
Press releases	TNO	CASSANDRA verbetert beveiliging logistieke keten door meer transparantie	30/06/2011	Delft, NL	All of the above		NL	
Web sites/Application	TNO	CASSANDRA	01/07/2011	Delft, NL	All of the above		Worldwide	
Web sites/Application	TNO	CASSANDRA	01/07/2011	Delft, NL	All of the above		Worldwide	
Presentations	TNO	Supply chain visibility with linked open data for SC risk analysis	28/08/2011	Delft, NL	Scientific, industry, policy	50	EU, world	At WITNESS 2011, by Wout Hofman
Presentations	TNO	Smart Trade Logistics – Compliance as an opportunity	28/08/2011	Delft, NL	Scientific, industry, policy	50	EU, world	At WITNESS 2011, by Gerwin Zomer
Presentations	TNO	Supply chain visibility with linked open data for SC risk analysis	28/08/2011	Delft, NL	Scientific, industry, policy	50	EU, world	At WITNESS 2011, by Wout Hofman
Presentations	TNO	Smart Trade Logistics – Compliance as an opportunity	28/08/2011	Delft, NL	Scientific, industry, policy	50	EU, world	At WITNESS 2011, by Gerwin Zomer
Presentations	TNO	Cassandra algemene presentatie, Integrity Advisory Board	23/09/2011	Brussel, BE	Industry, policy	10	EU	
Presentations	TNO	Taking care of the ethical issues in CASSANDRA negotiation	29/09/2011	Brussels, BE	Scientific, industry, policy	100	EU	
Presentations	TNO	CASSANDRA	6/10/2011	Rotterdam, NL	Customs		NL	Directieurendag Douane
Presentations	TNO	Cassandra Draft Integration Architecture	06/10/2011	Egmond aan Zee, NL	Policy makers	150	NL	VTD EDP-Audit 2011
Presentations	TNO	Concepts and Architecture for large-scale Enterprise Interoperability	19/10/2011	Chersonissos, Greece	Scientific	50	EU	EI2N 2011, by Wout Hofman and Matthijs Punter
Publication	TNO	Cassandra Draft Integration Architecture	24/10/2011	Bonn, DE	Scientific community	500	EU, world	
Presentations	TNO	CASSANDRA	18/11/2011	Barcelona, ES	Scientific, industry,		EU, world	Worldbank Trade Logistics Event

					policy			
Presentations	TUD	De nieuwe overheid en cloud computing: meer voor minder?	04/02/2011	Breukelen, NL	Scientific, policy		NL	Workshop, Nyenrode University
Presentations	TUD	Keynote presentation	07/02/2011	Gent, BE	Industry		EU	VMBO 2012
Presentations	TUD	Inaugural Address "Technieken voor Verantwoord Vertrouwen"	29/04/2011	Delft, NL	All of the above	100	NL	Video: <a href="http://collegerama.tudelft.nl/m mediasite/SilverlightPlayer/Default.aspx?peid=0f3ff873076a49e79366611019e985701d">http://collegerama.tudelft.nl/m mediasite/SilverlightPlayer/Default.aspx?peid=0f3ff873076a49e79366611019e985701d</a>
Conference	TUD	1st Workshop on IT Innovations for Seamless and Secure Supply Chains (WITNESS 2011)	28/08/2011	Delft, NL	Scientific, industry, policy	50	EU, world	
Presentations	TUD	A web-based data pipeline for compliance in international trade	28/08/2011	Delft, NL	Scientific, industry, policy	50	EU, world	At WITNESS 2011, by Sietse Overbeek and Bram Klievink
Presentations	TUD	Keynote presentation	29/08/2011	Delft, NL	Scientific, industry, policy	50	World	WITNESS Workshop
Presentations	TUD	Keynote presentation EGOV conference	30/08/2011	Delft, NL	Scientific, industry, policy	150	World	EGOV conference
Presentations	TUD	Guidelines for Single Window Implementations for Global Supply Chains	01/09/2011	Delft, NL	Scientific, industry, policy	20	EU, world	Paper presented at EGOV 2011, by Eveline van Stijn, Thayanan Phuaphanthong, Somnuk Kertho, Markus Pikart, Wout Hofman, and Yao-Hua Tan
Publication	TUD	Innovative ICT solutions for monitoring and facilitating international trade	21/09/2011		Scientific, industry, policy	5000	world	Network Industries Quarterly, Vol. 13, No. 3, pp. 26-29 by Eveline van Stijn, Yao-Hua Tan, and Bram Klievink
Presentations	TUD	Keynote presentation	06/10/2011	Egmond aan Zee, NL	Policy makers	150	NL	National Customs Training Seminar
Publication	TUD	A Web-Based Data Pipeline for Compliance in International Trade	11/2011	Antwerp, BE	policy makers, scientific		EU	TUD paper at the VLW 2011 conference
Presentations	TUD	Keynote 11e ODASCE European Customs Conference 2011	17/11/2011	Lyon, FR	Policy makers		EU	
Publication	TUD	The data pipeline	12/12/2011	Geneva, CH	Policy, Authorities, Industry	200	World	Discussion paper for the United Nations Global Trade Facilitation Conference 2011, Authors: Eveline van Stijn (TUD), David Hesketh (HRMC), Yao-Hua Tan (TUD), Bram Klievink (TUD), Sietse Overbeek (TUD), Frank Heijmann (DCA), Markus Pikart (UN), and Tom Butterly (UN)
Presentations	TUD	Keynote presentation		London, UK	Scientific, industry, policy		EU	GRCIS 2011
Presentations	TUD	Keynote presentation		Utrecht, NL			NL	ICT and Logistics

## 5 Conclusion

This document describes the dissemination activities that have taken place during the CASSANDRA project. The results show that the project partners have actively contributed to the dissemination of the project. There are a couple of things that stand out: first, right at the beginning of the project, dissemination materials were created (powerpoint and document templates, flyer, pens, etc.) which contributed to easy dissemination and a uniform way of communicating to the outside world (almost every presentation given about the project was in the Cassandra layout). This approach also yielded a steady stream of updates in the material and of regular newsletters, keeping those interested up to date. Second, simultaneous to the research and technical development, the vision underlying these developments was actively presented to a wide variety of key stakeholder groups. Especially the customs partners and some of the knowledge partners in the project literately spread the word all over the world, resulting in high visibility of the project, which generated much interest in the outcomes. Third, the dissemination results show that many of the project's partners have contributed to the dissemination, displaying that the partners share the vision and story of the project. Fourth and last, the project also yielded significant scientific output, both in terms of quantity and of quality; which is evident from the fact that Cassandra work has been published in major international journals. Furthermore, the scientific output does not come from just the scientific partners, but really from the collaboration between scientific and non-scientific partners.



## 6 Disclaimer and acknowledgement

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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.

### 6.3 Acknowledgement

This deliverable results from the CASSANDRA project, which is supported by funding 7th Framework Programme of the European Commission (FP7; SEC-2010.3.2-1) under grant agreement no. 261795. The CASSANDRA project addresses the visibility needs of business and government in the international flow of containerised cargo. It does so by developing a data-sharing concept that allows an extended assessment of risks by both business and government, thereby enabling enhanced supply chain visibility and cost-efficient and effective security enhancement. Ideas and opinions expressed by the author(s) / reviewer(s) do not necessarily represent those of all partners.