ICARUS

ICARUS:

"Aviation-driven Data Value Chain for Diversified Global and Local Operations"

D6.1: Plan for Dissemination, Communication and Stakeholder Engagement

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ICARUS Project Profile

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Partners

UBITECH	UBITECH (UBITECH)	Greece
ENGINEERING	ENGINEERING - INGEGNERIA INFORMATICA SPA (ENG)	Italy
PACE	PACE Aerospace Engineering and Information Technology GmbH (PACE)	Germany
Suite5	SUITE5 DATA INTELLIGENCE SOLUTIONS LIMITED (SUITE5)	Ireland
University of Cyprus	UNIVERSITY OF CYPRUS (UCY)	Cyprus
CINECA	CINECA CONSORZIO INTERUNIVERSITARIO (CINECA)	Italy
OAG	OAG aviation Worldwide LTD (OAG)	United Kingdom
SingularLogic	SingularLOGIC S.A. (SILO)	Greece
ISI	ISTITUTO PER L'INTERSCAMBIO ISI SCIENTIFICO (ISI)	Italy
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ATHENS INTERNATIONAL AIRPORT	ATHENS INTERNATIONAL AIRPORT S.A (AIA).	Greece
TXT	TXT e-solutions S.p.A.(TXT)	Italy

ICARUS

Document History

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0.10	19/01/2018	Haris Zacharatos (CELLOCK)	Initial draft
0.20	22/02/2018	Yiannis Diellas (CELLOCK)	1st Dissemination plan
0.30	16/03/2018	Yiannis Diellas (CELLOCK)	Outline and main content added. Ready for first initial review by all partners.
0.40	26/03/2018	Yiannis Diellas (CELLOCK)	Corrections based on feedback received from (Suite5) and (ENG)
1.00	31/03/2018	Dimitrios Alexandrou (UBITECH)	Final Version for Submission to EC

Executive Summary

This document presents the dissemination activities that will be carried out during life span of the ICARUS project and may continue also afterwards. The scope of this document is to report the work performed in Task 6.1 – Dissemination and Communication Planning. The main goals of this task are:

- To produce the strategy and plan for dissemination, Communication & stakeholders' engagement throughout the project.
- To provide the 1st list of potential activities to be performed by the consortium during the first project period (M1-M18)

Initially a presentation of the ICARUS dissemination & communication strategy and objectives is provided and takes into account different types of audiences (stakeholders, general public, etc.) to be reached.

Then we present dissemination and communication activities that will target several types of communities including end-users, potential customers, researchers and industrialists. The general public will also be approached through full press coverage of the ICARUS achievements and field tests.

Furthermore, we describe the implementation plan for the dissemination, communication & stakeholder engagement, responsibilities of each partner and how the evaluation and monitoring will be carried out.

Dissemination & communication activities will take place throughout the whole project period. All activities will be reported in a final report on dissemination, communication and stakeholder engagement at M36

The dissemination of project results through related materials will continue after the project period, complementing- and leveraging on exploitation activities and in order to open up business development and value-creation possibilities.

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1 Introduction

1.1 Purpose of the Document

The scope of this deliverable is to present an initial plan for the dissemination & communication activities of ICARUS project and present the marketing materials that will be used for the project communication activities. The main goal of this task is:

- To define the overall dissemination strategy and plan of the project, including the detailed activities to be carried out by the project partners.
- To define the dissemination management, impact evaluation and performance processes.
- To develop appealing marketing materials to disseminate the project activities to users outside the project consortium.

1.2 Document Structure

The document is structured as follows:

- Section 1: Introduction.
  Introduces the scope of this document.
- Section 2: Dissemination & Communication Objectives & Strategy
  Defines the target audience and the planned strategy to reach to them.
- Section 3: Dissemination & Communication Activities
  Describes the various activities used to implement the strategic plan.
- Section 4: Dissemination Management and Roadmap
  Sets the timeframe for the planned activities and examines the evaluation approach of the plans.
- Section 5: Conclusion

2 Dissemination & Communication Objectives & Strategy

2.1 Target Audience

Taking into account the inter-relation between the diverse activities to maximize the project's impact, it is important to identify early the potential targeted audiences of ICARUS along with their specific interest in the project. An initial list of the main target groups for ICARUS is described in the following table.

Target Group	Interest in ICARUS
A – Aviation Value Chain Industry Stakeholders: data providers and consumers of data from: **1st Tier:** Airports, Airlines, OEMs **2nd Tier:** Airport Services Providers, Aviation-related Service Providers **3rd Tier:** Businesses and organizations in Health, Tourism, Security industries, Public Organizations	• Utilisation of project results in everyday operations • Exchange of aviation data in a trustful way that is respectful to their IPR • Strengthened innovation by blending with in-house artefacts • Training on project's outcomes • Participation in the project's events
B – IT Industry Players for the Aviation Value Chain: IT companies, web entrepreneurs, software engineers of solutions for 1st-2nd-3rd tiers of the ICARUS aviation data value chain	• Participation in project events • Exploitation of ICARUS open source results • Inspiration for new ideas and applications
C – Industry Associations & Technology Clusters: European initiatives and clusters (like SESAR 2020, Clean Sky, BDVA, AIOTI, FIWARE, ETP4HPC, I4MS)	• Inclusion of project results to collaborative research activities (roadmap, white papers…) • Dissemination of project results to their members • Bilateral participation in events for knowledge exchange
D – EC Big Data Value Public-Private Partnership Stakeholders: Participants, project partners and relevant stakeholders active in the H2020 projects funded under the EC BDV-PPP programme	• Identification of common topics • Synergies and collaborations for results promotion • Enhancing innovation through results combination • Co-organisation of events
E - Researchers and Academia: Individuals engaged in research initiatives and/or working in research/academic institutes conducting core or application research on big data and / or the aviation data value chain	• Further advancements on the project research through extension / reuse of the project's innovative technologies to other application domains • Inspiration for future research initiatives based on the project concept and results • Participation in the project events
F - Policy-makers at any level like EC Directorates and Units, Ministries and Governments, Regulatory Agencies, Standardisation Organisations (CEN, ISO, ETSI, etc.) on Big Data technologies	• Evaluation of the project Social-Technological Economic-Environmental-Political (STEEP) aspects • Definition of future research and innovation directions for the EC initiative "Digitizing the European Industry" considering the project's acquired knowledge and experience

	• Inputs for standardisation activities
G – General Public: Passengers and the general public who benefit from the project outcomes.	• Acquire new experiences in their interaction with 1st-2nd-3rd tier aviation industry players

Table 1 – Target Audience

2.2 Dissemination objectives & Strategy

This section describes the dissemination strategy and related objectives. This strategy provides efficient ways to reach the specified target groups for each stage of the project through pre-defined dissemination channels.

Firstly, we need to define dissemination objectives and what is the expected impact of the associated activities.

The ICARUS dissemination activities can be discerned into six main categories, according to the specific target objectives.

- **DISS. OBJ. I:** To maximize outreach of the project in the target audiences via appropriate key messages. (Target Audiences: A-G)
- **DISS. OBJ. II:** To timely disseminate the scientific and technological knowledge generated in the project within and beyond the project's consortium. (Target Audiences: A-F)
- **DISS. OBJ. III:** To establish liaisons with other projects and initiatives for knowledge and innovation transfer. (Target Audiences: C-D)
- **DISS. OBJ. IV:** To engage the targeted audiences to gather feedback, validate and ensure broad applicability of the project's results. (Target Audiences: A, B, D, E, F)
- **DISS. OBJ. V:** To attract potential users / clients, foster the acceptance of the project's outcomes by new and current users and stimulate the appropriate market segments to support the project's exploitation strategy. (Target Audiences: A, B, E, G)
- **DISS. OBJ. VI:** To encourage the development of further outcomes in new initiatives. (Target Audiences: A, B, C, E)

Any task and initiative that aims at spreading the results of the project, promoting the ICARUS concept, increasing the visibility and supporting the exploitation of the achieved results is considered to be a supporting activity to the dissemination strategy.

The supporting ICARUS activities will be carried throughout the project and will be organized in several tasks such as raising user participation and awareness, web-based dissemination, printed dissemination material, hackathons, workshops and conferences, publications, radio interviews and clustering with other projects.

Dissemination activities will be collectively carried out by all partners, according their profile and expertise. For instance, Industrial partners will approach relevant industry-sectors, as well as their distributors and client networks, while the academic and research partners will focus on disseminating the project results towards research institutes and universities across Europe.
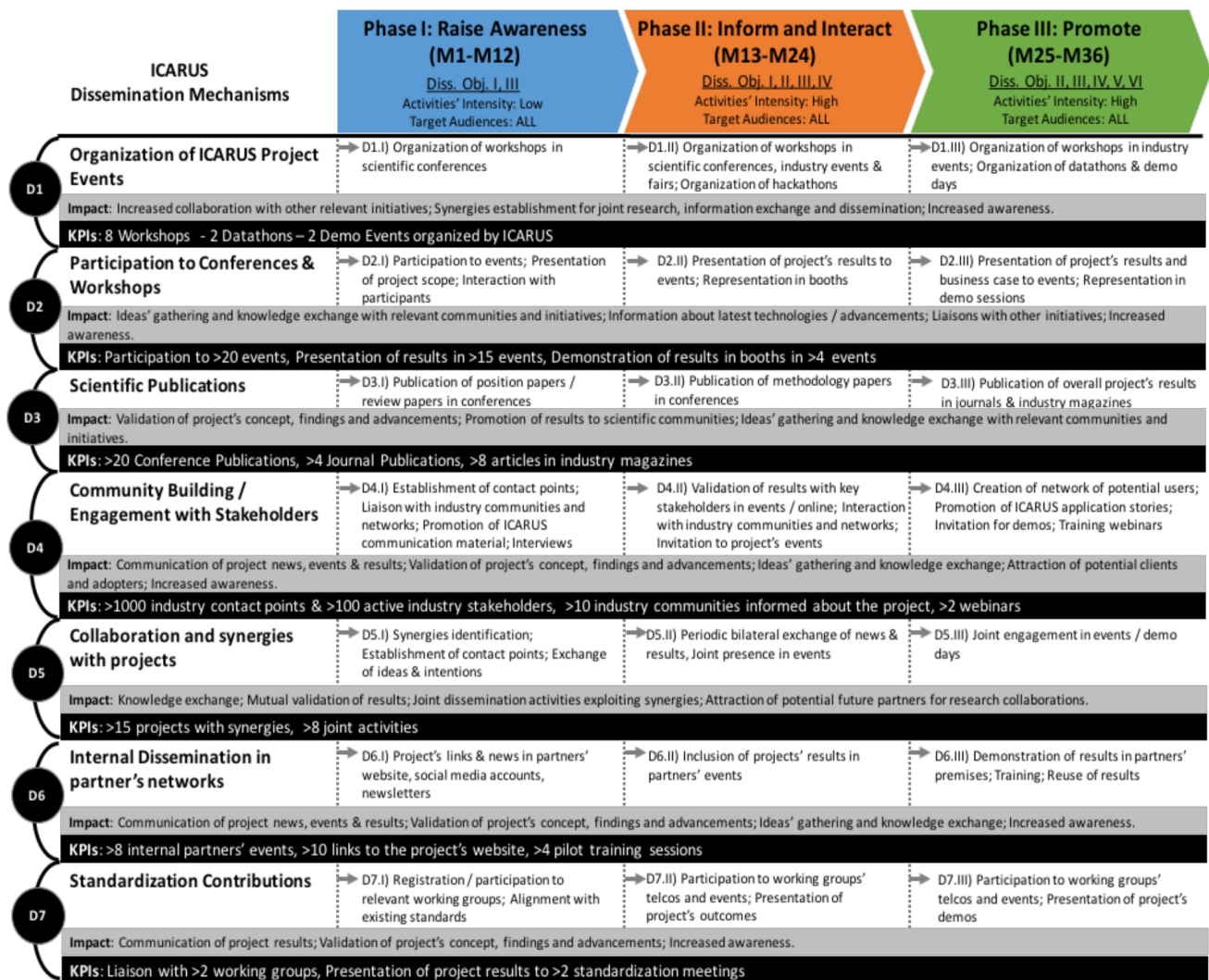
ICARUS Dissemination Mechanisms	Phase I: Raise Awareness (M1-M12) Diss. Obj. I, III Activities' Intensity: Low Target Audiences: ALL	Phase II: Inform and Interact (M13-M24) Diss. Obj. I, II, III, IV Activities' Intensity: High Target Audiences: ALL	Phase III: Promote (M25-M36) Diss. Obj. II, III, IV, V, VI Activities' Intensity: High Target Audiences: ALL
D1 Organization of ICARUS Project Events	D1.I) Organization of workshops in scientific conferences	D1.II) Organization of workshops in scientific conferences, industry events & fairs; Organization of hackathons	D1.III) Organization of workshops in industry events; Organization of datathons & demo days
Impact: Increased collaboration with other relevant initiatives; Synergies establishment for joint research, information exchange and dissemination; Increased awareness.			
KPIs: 8 Workshops - 2 Datathons – 2 Demo Events organized by ICARUS			
D2 Participation to Conferences & Workshops	D2.I) Participation to events; Presentation of project scope; Interaction with participants	D2.II) Presentation of project's results to events; Representation in booths	D2.III) Presentation of project's results and business case to events; Representation in demo sessions
Impact: Ideas' gathering and knowledge exchange with relevant communities and initiatives; Information about latest technologies / advancements; Liaisons with other initiatives; Increased awareness.			
KPIs: Participation to >20 events, Presentation of results in >15 events, Demonstration of results in booths in >4 events			
D3 Scientific Publications	D3.I) Publication of position papers / review papers in conferences	D3.II) Publication of methodology papers in conferences	D3.III) Publication of overall project's results in journals & industry magazines
Impact: Validation of project's concept, findings and advancements; Promotion of results to scientific communities; Ideas' gathering and knowledge exchange with relevant communities and initiatives.			
KPIs: >20 Conference Publications, >4 Journal Publications, >8 articles in industry magazines			
D4 Community Building / Engagement with Stakeholders	D4.I) Establishment of contact points; Liaison with industry communities and networks; Promotion of ICARUS communication material; Interviews	D4.II) Validation of results with key stakeholders in events / online; Interaction with industry communities and networks; Invitation to project's events	D4.III) Creation of network of potential users; Promotion of ICARUS application stories; Invitation for demos; Training webinars
Impact: Communication of project news, events & results; Validation of project's concept, findings and advancements; Ideas' gathering and knowledge exchange; Attraction of potential clients and adopters; Increased awareness.			
KPIs: >1000 industry contact points & >100 active industry stakeholders, >10 industry communities informed about the project, >2 webinars			
D5 Collaboration and synergies with projects	D5.I) Synergies identification; Establishment of contact points; Exchange of ideas & intentions	D5.II) Periodic bilateral exchange of news & results, Joint presence in events	D5.III) Joint engagement in events / demo days
Impact: Knowledge exchange; Mutual validation of results; Joint dissemination activities exploiting synergies; Attraction of potential future partners for research collaborations.			
KPIs: >15 projects with synergies, >8 joint activities			
D6 Internal Dissemination in partner's networks	D6.I) Project's links & news in partners' website, social media accounts, newsletters	D6.II) Inclusion of projects' results in partners' events	D6.III) Demonstration of results in partners' premises; Training; Reuse of results
Impact: Communication of project news, events & results; Validation of project's concept, findings and advancements; Ideas' gathering and knowledge exchange; Increased awareness.			
KPIs: >8 internal partners' events, >10 links to the project's website, >4 pilot training sessions			
D7 Standardization Contributions	D7.I) Registration / participation to relevant working groups; Alignment with existing standards	D7.II) Participation to working groups' telcos and events; Presentation of project's outcomes	D7.III) Participation to working groups' telcos and events; Presentation of project's demos
Impact: Communication of project results; Validation of project's concept, findings and advancements; Increased awareness.			
KPIs: Liaison with >2 working groups, Presentation of project results to >2 standardization meetings			

Figure 2.1 – Dissemination Plan, Activities and KPIs

A final Phase "IV: Post-project Dissemination" is also envisaged to guarantee further promotion and exploitation of project's results. In fact, the creation of a community of interested stakeholders and potential users is anticipated to ensure sustainability and transfer of data and knowledge beyond the project duration, ensuring in such a way the continuation of research and the increased take-up of results. For this reason, the project's dissemination activities will also include continuous monitoring of the achieved impact in order to increase the size of the community, along the project.

In particular, with regard to (D4) "Community Building / Engagement with Stakeholders", ICARUS will additionally follow a Growth Hacking[1] strategy during the project lifecycle, and then will apply a simplified version of the Bullseye Framework[2] to fine tune its marketing channels. Growth Hacking refers to development of inexpensive, viral marketing techniques to grow the aviation-related data value chain community, and is typically summarized in:

a) referral programs,
b) proactive rewards,
c) manual/human customer outreach and PR, and

exploitation of other platforms' community

During the project implementation, ICARUS will indicatively build the following Growth Hacking tactics:

a) The project will establish collaboration agreements with other aviation data providers and data repositories to data exchange aviation-related data;
b) The project will exploit the traffic on 3rd party aviation-related portals to bring traffic back to the ICARUS platform while informing the whole network of customers and collaborators of the ICARUS partners;
c) The project will attend well known industry events, in order to get exposure in the media industry and get press coverage.

2.3   Communication objectives & Strategy

Communication activities include all actions that contribute to the diffusion of the project's results beyond the consortium and the direct stakeholders, maximizing the project's innovation potential and attracting a wide range of stakeholders who are invited to embrace the project's results and benefit from the project's advancements. In this direction, the project will:

● Define concrete and measurable objectives for the communication activities and will link these objectives with the appropriate target groups.
● Implement a solid, modern and inclusive communication strategy, accompanied by a realistic plan to reach these objectives.
● Set up the different channels, tools and mechanisms that will be used to implement the communication plan and reach the targeted audiences.
● Define the guidelines for the implementation of communication and dissemination actions (e.g. project identity, messages to convey, internal reporting rules, etc.).

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[1] Growth Hacking Made Simple: A Step-by-Step Guide (https://neilpatel.com/what-is-growth-hacking)

[2] The Bullseye Framework for Getting Traction (https://medium.com/@yegg/the-bullseye-framework-for-getting-traction-ef49d05bfd7e)

- Put into action an iterative communication and learning process, which shall measure the level of response per communication mechanism and interpret the corresponding insights.
- Closely monitor the impact of the communication activities in order to be able to apply corrective actions whenever necessary and identify opportunities that can maximize visibility.

The communication strategy is driven by the following communication objectives, which are directly linked with the different phases of the project, and the corresponding targeted audiences:

- **COMM.OBJ. I:** To create awareness about the project among the full range of potential adopters / users in the general public. (Target Audiences: A-G)
- **COMM.OBJ. II:** To provide a clear view of the project's concept, goals and results by formulating adapted key messages, and preparing communication material. (Target Audiences: A-G)
- **COMM.OBJ. III:** To create an active community of potential users and collect feedback to be taken into account by the project's activities. (Target Audiences: A-G)
- **COMM.OBJ. IV:** To prepare the ground for the exploitation of project's results. (Target Audiences: A-G)
- **COMM.OBJ. V:** To support targeted dissemination of the project's results. (Target Audiences: A-G)
- **COMM.OBJ. VI:** To foster the adoption of the project's results in society and industry (Target Audiences: G)

To ensure the different communication objectives are addressed effectively and expectations of the target audience groups are met, specific attention will be paid to adapt the communication means, the measures and the content both to the needs and knowledge levels of these groups, as well as to the status/progress and needs of the project. An initial, draft communication plan is depicted in Figure 2.2.

It should be noted that an additional phase, "Phase IV: Post-project Communication", is also envisaged to guarantee further promotion of project's results beyond the project period, but it has not been depicted in detail in Figure 2.2.
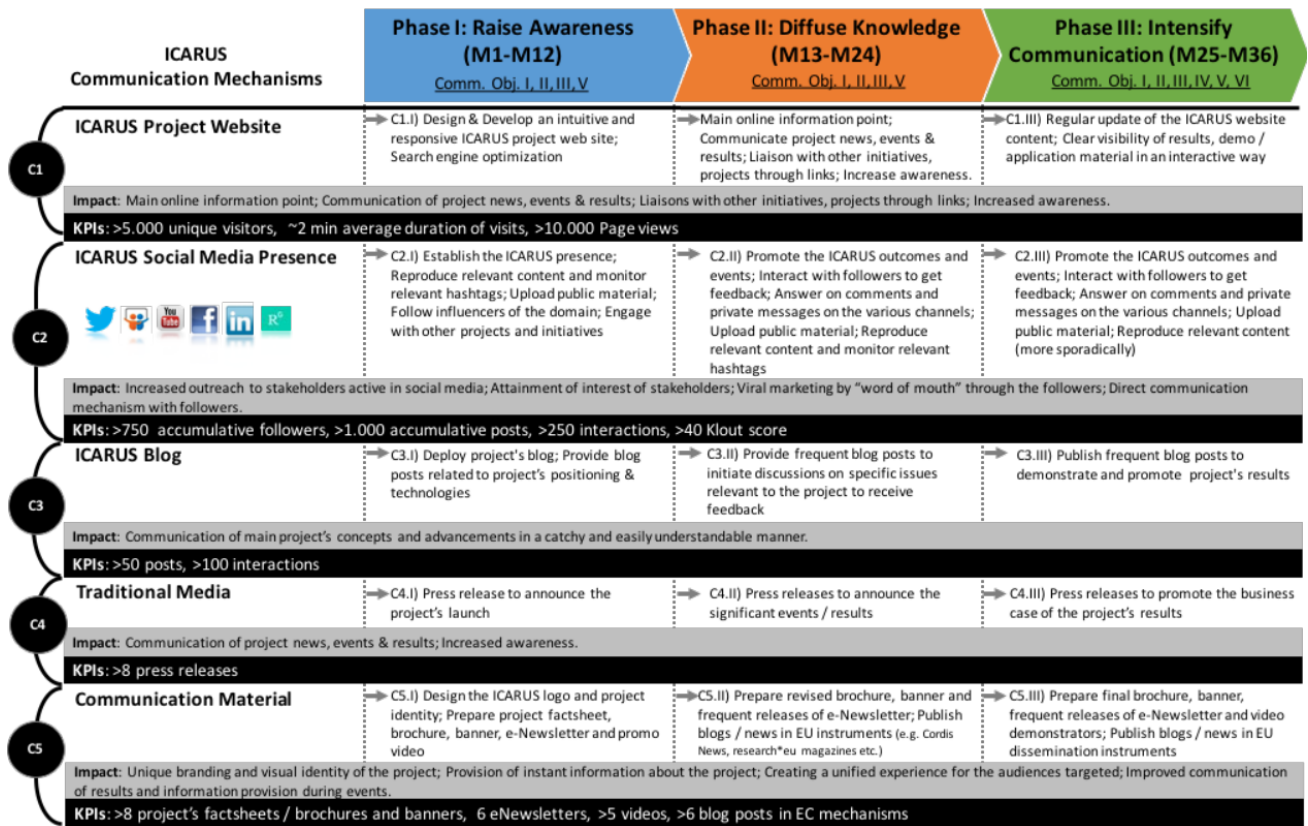

ICARUS Communication Mechanisms	Phase I: Raise Awareness (M1-M12) Comm. Obj. I, II, III, V	Phase II: Diffuse Knowledge (M13-M24) Comm. Obj. I, II, III, V	Phase III: Intensify Communication (M25-M36) Comm. Obj. I, II, III, IV, V, VI
C1 ICARUS Project Website	C1.I) Design & Develop an intuitive and responsive ICARUS project web site; Search engine optimization	Main online information point; Communicate project news, events & results; Liaison with other initiatives, projects through links; Increase awareness.	C1.III) Regular update of the ICARUS website content; Clear visibility of results, demo / application material in an interactive way
	Impact: Main online information point; Communication of project news, events & results; Liaisons with other initiatives, projects through links; Increased awareness.		
	KPIs: >5.000 unique visitors, ~2 min average duration of visits, >10.000 Page views		
C2 ICARUS Social Media Presence	C2.I) Establish the ICARUS presence; Reproduce relevant content and monitor relevant hashtags; Upload public material; Follow influencers of the domain; Engage with other projects and initiatives	C2.II) Promote the ICARUS outcomes and events; Interact with followers to get feedback; Answer on comments and private messages on the various channels; Upload public material; Reproduce relevant content and monitor relevant hashtags	C2.III) Promote the ICARUS outcomes and events; Interact with followers to get feedback; Answer on comments and private messages on the various channels; Upload public material; Reproduce relevant content (more sporadically)
	Impact: Increased outreach to stakeholders active in social media; Attainment of interest of stakeholders; Viral marketing by "word of mouth" through the followers; Direct communication mechanism with followers.		
	KPIs: >750 accumulative followers, >1.000 accumulative posts, >250 interactions, >40 Klout score		
C3 ICARUS Blog	C3.I) Deploy project's blog; Provide blog posts related to project's positioning & technologies	C3.II) Provide frequent blog posts to initiate discussions on specific issues relevant to the project to receive feedback	C3.III) Publish frequent blog posts to demonstrate and promote project's results
	Impact: Communication of main project's concepts and advancements in a catchy and easily understandable manner.		
	KPIs: >50 posts, >100 interactions		
C4 Traditional Media	C4.I) Press release to announce the project's launch	C4.II) Press releases to announce the significant events / results	C4.III) Press releases to promote the business case of the project's results
	Impact: Communication of project news, events & results; Increased awareness.		
	KPIs: >8 press releases		
C5 Communication Material	C5.I) Design the ICARUS logo and project identity; Prepare project factsheet, brochure, banner, e-Newsletter and promo video	C5.II) Prepare revised brochure, banner and frequent releases of e-Newsletter; Publish blogs / news in EU instruments (e.g. Cordis News, research*eu magazines etc.)	C5.III) Prepare final brochure, banner, frequent releases of e-Newsletter and video demonstrators; Publish blogs / news in EU dissemination instruments
	Impact: Unique branding and visual identity of the project; Provision of instant information about the project; Creating a unified experience for the audiences targeted; Improved communication of results and information provision during events.		
	KPIs: >8 project's factsheets / brochures and banners, 6 eNewsletters, >5 videos, >6 blog posts in EC mechanisms		

Figure 2.2 – Communication Plan, Activities and KPIs

For the communication strategy to achieve its listed objectives, all partners commit to undertake the aforementioned activities, which will also be revised along the project implementation as needed to maximize the expected impact.

2.4 Target Groups in Dissemination & Communication activities

Having defined the ICARUS dissemination, communication objectives and the target audience of the project, a cross-matrix analysis is presented below.

	DISS. OBJ. I	DISS. OBJ. II	DISS. OBJ. III	DISS. OBJ. IV	DISS. OBJ. V	DISS. OBJ. VI
A – Aviation Value Chain Industry Stakeholders	◆	◆		◆	◆	◆
B – IT Industry Players for the Aviation Value Chain	◆	◆		◆	◆	◆
C – Industry Associations & Technology Clusters	◆	◆	◆			◆
D – EC Big Data Value Public-Private Partnership Stakeholders	◆	◆	◆	◆		
E - Researchers and Academia	◆	◆		◆	◆	◆
F - Policy-makers	◆	◆		◆		
G – General Public	◆				◆	

Table 2 – Dissemination objectives per different target groups

	COMM. OBJ. I	COMM. OBJ. II	COMM. OBJ. III	COMM. OBJ. IV	COMM. OBJ. V	COMM. OBJ. VI
A – Aviation Value Chain Industry Stakeholders	◆	◆	◆	◆	◆	
B – IT Industry Players for the Aviation Value Chain	◆	◆	◆	◆	◆	
C – Industry Associations & Technology Clusters	◆	◆	◆	◆	◆	
D – EC Big Data Value Public-Private Partnership Stakeholders	◆	◆	◆	◆	◆	
E - Researchers and Academia	◆	◆	◆	◆	◆	
F - Policy-makers	◆	◆	◆	◆	◆	
G – General Public	◆	◆	◆	◆	◆	◆

Table 3 – Communication objectives per different target groups

3 Dissemination & Communication Activities

3.1 Dissemination channels

After the Stakeholder community has been identified, dissemination towards its members follows various channels in order to reach every interested user. The aim of each dissemination activity is to raise awareness, **inform** (educate the community), **engage** (get input and feedback from the community), and **promote** (advertise the results of the project). The main dissemination channels are the following:

- Web- based dissemination: ICARUS website – www.icarus2020.aero ;

- Printed dissemination material: brochures, newsletters, project posters;

- Teaser clips and promotional videos.

- Workshops and conferences: hackathons, workshops and conferences organized by the ICARUS project partners and participation to related workshops, seminars and conferences;

- Newspapers (including electronic versions) and radio interviews: periodic press releases and interviews in national or international electronic and printed media;

- Social media: Facebook, Twitter, LinkedIn, SlideShare, YouTube, ResearchGate;

3.2 Web Based

3.2.1 ICARUS Website

The ICARUS project will establish an active and attractive web presence through its website that contributes in creating awareness about the project. It will be frequently updated reflecting the project's advancements, following the project branding. The ICARUS project website has been launched in M1 and is available in the domain: www.icarus2020.aero

The Website, being a stand-alone deliverable, is documented in full detail in D6.2: "Project Website and Web 2.0 Channels Setup"
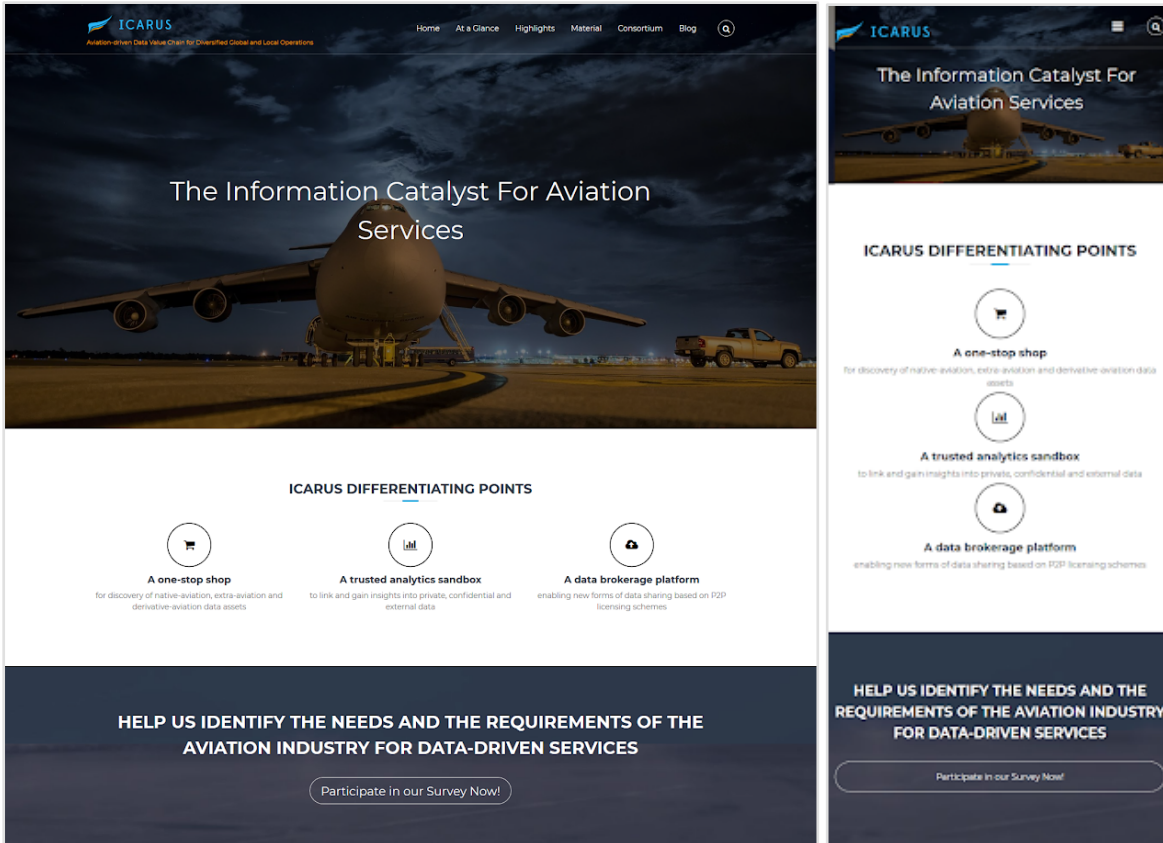
Figure 3.1 – ICARUS website screenshots, on desktop and on mobile

3.2.2   Presence in Social Media

In recent years, social media has become ubiquitous and instrumental for communication, networking and content sharing purposes. Successful social media activities will additionally help ICARUS to increase its visibility and maximise its potential outreach. Moreover, social media provide a means of direct and often instant communication for direct engagement and interaction with stakeholders.

Since M2, ICARUS has set up and activated the following social media accounts:

- Twitter account: @icarus2020.aero
- Facebook page: ICARUS2020.aero
- SlideShare account: ICARUS2020.aero
- YouTube Channel: ICARUS2020aero
- ResearchGate project: ICARUS2020.aero

The Social Media accounts for the ICARUS project, being a stand-alone deliverable, are documented in depth in D6.2: "Project Website and Web 2.0 Channels Setup".

Twitter

The Twitter account will be used as a dissemination tool to share news, events and other announcements to enlarge the ICARUS community.

Figure 3.2 – Twitter

Facebook

Facebook is a great tool to engage larger audiences. The Facebook fan page aims to reach out and engage stakeholders and enlarge the audiences and engage them. For special posts (events, important news, etc.) it is advisable to boost publications in order to reach more public.

Figure 3.3 – Facebook

SlideShare

This platform will serve as a way to share presentations related to the project with the objective of maximising awareness of project's presentations.
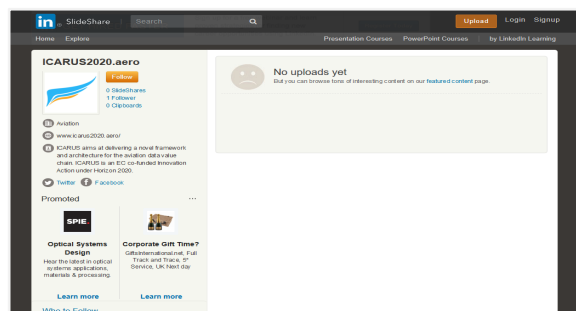
Figure 3.4 – SlideShare

YouTube

The YouTube channel will be used to share videos relevant to ICARUS project, such as events, promotional videos, etc.
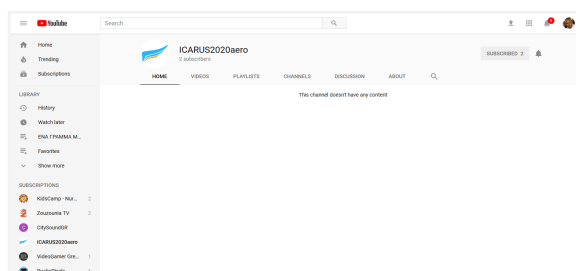
Figure 3.5 – YouTube

ResearchGate

The ResearchGate account will be used to upload research output including papers, data, methods, presentations, etc. Users may also follow the activities of other users and engage in discussions with them.
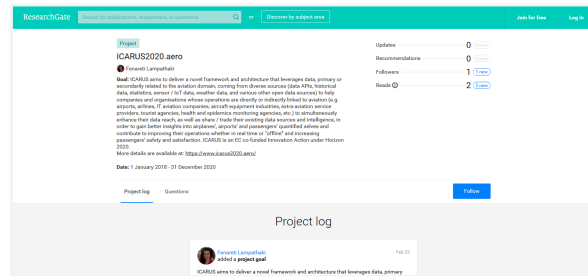
Figure 3.6 – Research gate

3.2.3 Blog Posts

The blog is hosted in the ICARUS website and will be an essential tool for partners to frequently publish content related to their actual work. The blog is featured as part of the Blog menu of the website and under the "News, Events & Perspectives from ICARUS" section of the home page.

Blog posts will include the ICARUS progress and activities, i.e. what partners are working on, intermediary results as well as perspectives and lessons learnt during the ICARUS project implementation. A detailed schedule for blog post publications to ensure that all partners have the opportunity to showcase their work has been drafted.

3.2.4 Press releases

Obtaining news coverage, either at a national or local level, can greatly increase the visibility of the ICARUS project and reach a wide range of stakeholders within the targeted aviation industry. Press releases will be prepared in English as well as in each partner's national language, for distribution to the media and other stakeholders on completion of specific project milestones and publication of deliverables. All partners are expected to send out press releases on their own markets in their local language, explicitly mentioning the ICARUS project and acknowledging that it is funded by the EC.

3.2.5 Newsletter

ICARUS will have at least a biannual newsletter or at any time a significant event or achievement needs to be communicated, to share knowledge and additionally keep all stakeholders up-to-date with the project's deliverables, results and success.

All partners are committed to publishing posts in the newsletter as well as to reporting their dissemination activities including information on:

- Deliverables and work packages
- Project milestones
- General Meetings
- Upcoming events
- Partner updates including any publications and/or presentations

The newsletter will follow a template agreed on by all partners and there will be links to it on the website as well as our social media networks. Anyone interested in the newsletter will be able to sign up via the ICARUS website where there will also be a link to the latest e-copy of the newsletter.

Lastly, newsletter readers are encouraged to interact with ICARUS with three possible call-to-actions:

1. share the newsletter
2. follow us and get in touch with us in social media
3. join the industry stakeholders group as an early adopter and collaborator of the ICARUS platform

3.3 Printed dissemination material

3.3.1 Logo, graphical identity and style guides

The project logo was designed at the early stages of the project and has been since used in all the documents, publications, presentations related to the project, acting as the visual and graphic theme of the ICARUS project.

Figure 3.7 - The ICARUS project logo

The logo is available in a vector graphic file format, so it can be scaled in different sizes and resolutions, without any loss in quality.

Color Palette

Color	Description	RGB	CMYK	HEX
	Light Blue	43,189,255	83,26,0,0	#2bbdff
	Orange	255,172,38	0,33,85,0	#ffac26

Improper Logo Usage

Do not change the color of the logo. Use a choice from the palette provided. Never switch the colors.

Never Stretch or Distort the Logo. You may resize as needed but must retain all proportions.

Do not use the logo on textured, multicoloured, busy or patterned background.

Do not place the logo within a frame or holding shape.

Do not position the logo vertically or on an angle.

3.3.2 Leaflet layout design

Leaflets and brochures will be created for the dissemination during events and on other similar occasions. Both will demonstrate the main project features, aims, expected results, partners and pilot projects. The purpose of the leaflet is to generate interest about the project among the key target groups and to initiate discussions with them. All the items will bear the ICARUS and EU logos. The material will be available to download from the ICARUS website.

3.3.3 Banner & Poster layout design

A project banner as well as posters are useful tools for advertising the project during events organized by third parties (e.g. poster sessions during a conference) or by the partners (e.g. during dissemination events organized for other purposes).

A first, general poster and banner have already been designed as shown in the figures below. They will be printed and be available on time to be used in events. Additionally, topic - focused posters shall be produced on demand.
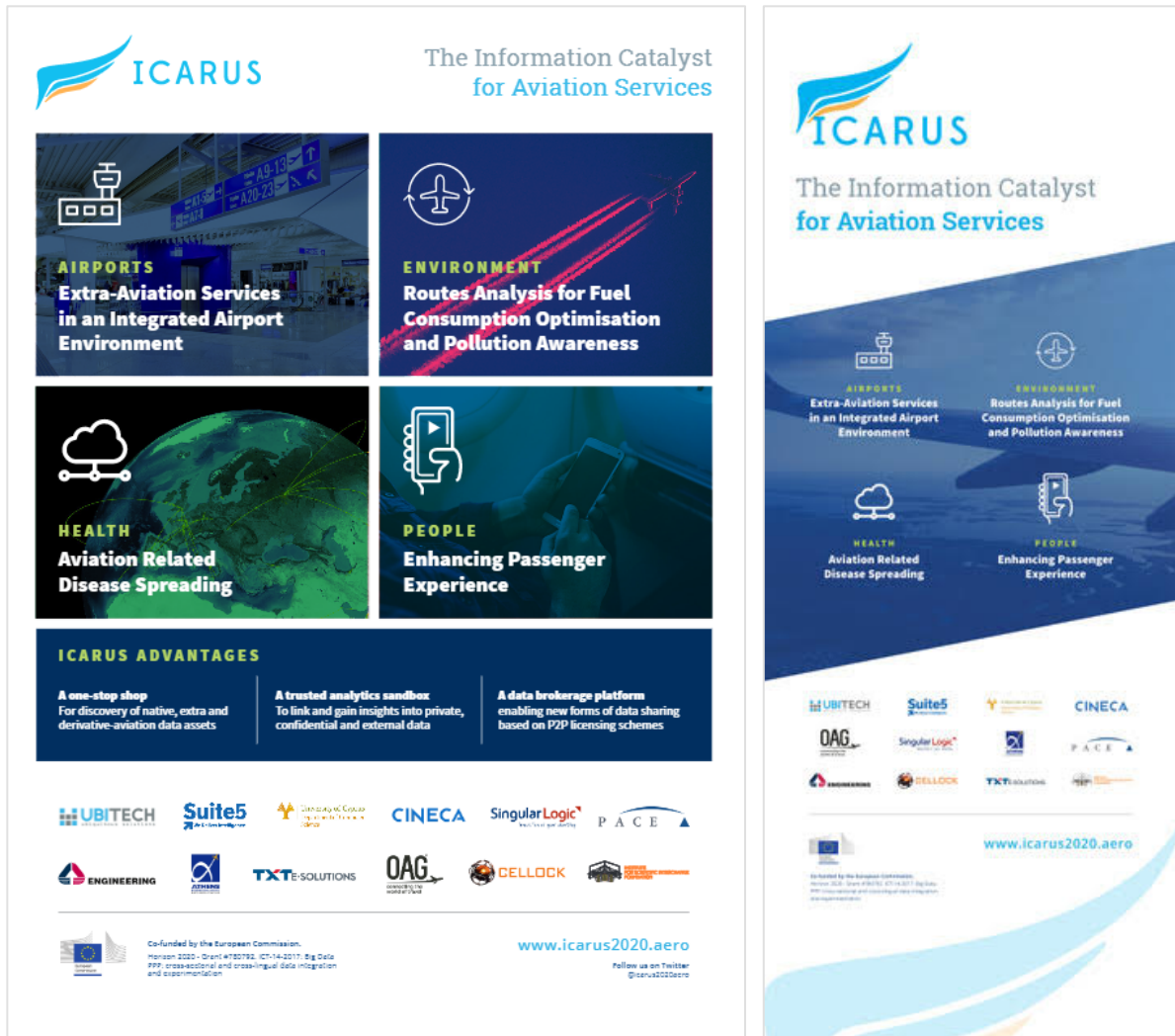
Figure 3.8 – ICARUS poster & Roll-up Banner

3.4 Visual Media

3.4.1 Promotional Video

A promotional video will be created in M3 to promote the project in a more dynamic way. It will contain basic information and the project contact. It will be uploaded to different social media, including the ICARUS YouTube channel, and on the ICARUS website. All partners should share it in their own networking contact.

3.4.2 Project results Video

Videos with the project's results and impact will be periodically created during the project implementation. They will contain detailed information for the outcomes and impact of the project, as well as the project contact. They will be uploaded to different social media, including the ICARUS YouTube channel, and on the ICARUS website.

All partners should share it in their own networking contacts.

3.5 Publications, conferences & events

3.5.1 Participation in European and international events

A list of candidate industrial events is created online and is constantly updated in order to raise awareness of the partners for different dissemination opportunities and for planning the joint ICARUS presence on different events. A non-exhaustive list of candidate industrial events includes:

- European Data Forum
- PACE Days
- BDVA Summit
- CEBIT
- MWC
- AirIT
- Sixel Airport
- IBAS Wings of Change

A non-exhaustive list of candidate academic conferences:

- IEEE INFOCOM
- IEEE BIG DATA
- ICBDA
- IEEE BDSTA
- VLDB
- ACM SIGMOD
- ICDE
- DaWaK-DEXA

- ESWC
- ECIS
- IEEE/WIC/ACM
- ICWE
- CCS
- ESCAIDE
- Aviation conferences (APEX organized conferences, i.e. Passenger Experience Conference)

3.5.2   Scientific publications

A non-exhaustive list of candidate journals includes:

- IEEE Transactions on Knowledge & Data Engineering
- Journal of Big Data (Springer)
- Big Data Research (Elsevier)
- International Journal of Big Data Intelligence (Inderscience)
- IEEE Transactions on Big Data
- Big Data and Information Analytics (BigDIA)

A non-exhaustive list of industrial communities includes:

- International Air Transport Association (IATA), www.iata.org
- SITA, www.sita.aero
- Aircraft Electronics Association (AEA), www.aea.net
- Big Data Value Association (BDVA), www.bdva.eu

A non-exhaustive list of open source communities:

- SpagoWorld, www.spagoworld.org
- OW2 community, www.ow2.org
- Eclipse, www.eclipse.org
- Apache Software Foundation (ASF), www.apache.org

3.5.3   Presentations in trade fairs

Trade fairs attended

- Passenger Technology solutions, www.passengertechnologysolutions.com
- Airline Passenger Experience Association (APEX) exhibitions, www.apex.aero

3.5.4   Liaison & Networking with other R&D projects

ICARUS will highly exploit and go beyond the outputs of other relevant projects. An indicative list of such identified projects related to the ICARUS concept is presented in the next table. The list will be updated with new relevant project that will start during the lifespan of ICARUS. Apart from these projects, partners also bring their expertise and tools acquired from various related research and commercial projects, in which they have participated, as well as through open-source products they have developed in the framework of their activities.

Project	Relevance to ICARUS	ICARUS added value / contribution
proDataMarket	proDataMarket's digital data marketplace for open and non-open property and related contextual data, makes it easier for data providers to publish and distribute their data (for free or for a fee) and for	ICARUS will advance the concepts of proDataMarket to build a marketplace for digital data, incorporating a blockchain broker that will safeguard transactions between different parties.

	data consumers to easily access the data they need for their businesses.	
UNICORN	Development a framework for the deployment of secured big data applications on the cloud. UCY, UBITECH, SUITE5 are partners in UNICORN	ICARUS will extend part of the UNICORN framework to generate the Apps related to the demonstrators.
BigDataOcean	The BigDataOcean is another ICT-14 project that deals with big data in the vertical domain of maritime. UBITECH is the core technical partner in this project	ICARUS will make use of BigDataOcean's algorithms that are related to vessels routes, which could also work for the aviation domain
TOREADOR	Companies and organisations in Europe have become aware of the potential competitive advantage they could get by timely and accurate Big Data analytics, but lack the IT expertise and budget to fully exploit BDA. To overcome this hurdle, TOREADOR takes a model-based BDA-as-a-service (MBDAaaS) approach, providing models of the entire Big Data analysis process and of its artefacts. TOREADOR open, suitable-for-standardisation models support substantial automation and commoditization of Big Data analytics, while enabling it to be easily tailored to domain-specific customer requirements. Besides models for representing BDA, TOREADOR delivers an architectural framework and a set of components for model-driven set-up and management of Big Data analytics processes. ENG is a partner in TOREADOR	ICARUS aims to deliver a framework that leverages data, primary or secondarily related to the aerospace domain, coming from diverse sources (Data APIs, historical data, IoT, social media, weather, and various other Open Data sources) to help companies and organisations whose operations are directly or indirectly linked to this domain to simultaneously enhance their airlines, aircraft equipment industries, airfields and airports, tourist agencies, health and epidemics monitoring agencies data reach, as well as share their existing data sources and intelligence, to generate better results and improve their profitability and operations accuracy
AEGIS	AEGIS is an ICT-14 project that aims to deliver analytics in the domain of personal safety and personal security. AEGIS has a similar architecture to ICARUS and will provide analytics services as well. SUITE5 and UBITECH are partners in AEGIS	ICARUS will advance selected algorithms of AEGIS regarding data matching, while it will also advance the conceptual business broker to be delivered in AEGIS
GLEAMViz	GLEAMViz will be used in the Health demonstrator and it combines real-world data on populations and human mobility with elaborate stochastic models of disease transmission to deliver analytic and forecasting power to address the challenges faced in developing intervention strategies that minimize the impact of potentially devastating epidemics. GLEAM is a project operated by ISI.	ICARUS will enhance the simulation capabilities of GLEAMVIz, as it will allow the infusion of other data into the system as well as the production of new services, analytics and visualisations.

MANDOLA	Development sentiment analysis algorithms, dashboard and mobile apps. UCY participates in MANDOLA.	The sentiment analysis algorithms of MANDOLA, will be extended to be used in the ICARUS platform.
iSocial	Data collections, data management techniques for online social networks. Partner UCY participates in this project	ICARUS will take advantage of the iSocial and will improve its connectors to get aviation related data.
PAASPORT	Development a Cloud Marketplace and Cloud application monitoring framework. Partners UCY and UBITECH participate in PAASPORT	The marketplace of ICARUS and part of the platform monitoring framework will be based on an extension of the PAASPORT approach, to support Big Data.
CELAR	Adaptive monitoring mechanisms for big data applications, horizontal and vertical elasticity policies	ICARUS will fork the CELAR framework to be used for monitoring the platform's operation and its APIs

Table 4 – Other R&D projects relevant

3.5.5 Hackathon organization & workshop

A Hackathon will be organised targeting the open-source and developer communities, data scientists, and SMEs. The Hackathon will involve developing fast prototypes for particular data analytic problems.

The primary communication objective is to generate enough interest in developers and similar individuals in order to ensure that the Hackathon is well attended by a relevant number of skilled, motivated and creative individuals. The more participants we get at the Hackathon, the more likelihood there is of ensuring a high-quality result.

For the event to be successful, it is necessary to involve professionals such as computer programmers and software developers, interface designers and project managers. Additionally, it is also important to involve potential end - users, in order to allow immediate early evaluation and feedback.

The Hackathon will be organized in the 3rd year and after framework completion, towards the exploitation phase. Place, Venue and details on the organization will be decided during the 2nd year. The results and the tools used and produced during this Hackathon event will remain available, turning the event into a long-lasting online activity.

3.5.6 Contributions to Standardization

ICARUS aspires to actively contribute to the normalisation and interoperability efforts regarding the data economy that the European Commission instruments, standardisation bodies and private organisations are making. The project, through the partners constituting the consortium, is represented in many standardisation bodies and committees, and bears relevant experience and knowledge. The project will benefit from the existing standards, applying them when suitable to facilitate the development as well as interoperability of the

data artefacts and of the IT solutions and tools to be integrated. In this context, the dynamic, flexible and novel disruptive approach to be delivered by ICARUS and all the findings of the project, will be communicated to the corresponding European or International standardisation bodies such as W3C, IEEE, CEN, DIN, OASIS, and ISO, and more indicatively:

- Big Data standards such as the ITU standard Y.3600: Big data - Cloud computing based requirements and capabilities.
- Semantic Web standards (especially W3C Semantic standards) with additions such as metadata and W3C RDF vocabularies and these of LOV, schema additions to schema.org, etc. around the concepts of the aviation-related industries.
- Passenger and Airport Data Interchange Standards (PADIS) develops and maintains Electronic Data Interchange and XML message standards for passenger travel and airport-related passenger service activities.
- Aeronautical Information Exchange Model (AIXM) is designed to allow efficient and reliable management and sharing of aeronautical information in a digital format.

3.6   Use of EU statement in dissemination & communication material

As ICARUS members are the beneficiaries of EU funding, the European Union emblem shall be used in all project dissemination materials/press releases/media contacts to acknowledge the support received by the EC.

The name of the programme (Horizon 2020) can be used verbally, i.e. references to it can be made without a regulated visual mark or logo.

The basic rules to be followed are:

- The name of the European Union shall be used in conjunction with the name of the programme or fund and it shall be spelled out in full.
- The typeface to be used in conjunction with the EU emblem can be any of the following: Arial, Calibri, Garamond, Trebuchet, Tahoma, Verdana.
- Italic and underlined variations and the use of font effects are not allowed.
- The positioning of the text in relation to the EU emblem is not prescribed in any particular way but the text should not interfere with the emblem in any way.
- The font size used should be proportionate to the size of the emblem.
- The colour of the font should be reflex blue (same blue colour as the EU flag), black or white depending on the background.

The following statement about EU financing shall be used throughout the whole project duration when communicating about the project:

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 780792.

When displayed together with another logo, the EU emblem must have appropriate prominence.

Both elements: (1) the statement above and (2) EU emblem should be used according to the rules when communicating about the project (in promotional materials, project templates, project deliverables, project website, social media etc.).

If it would not be possible to include both elements e.g. when publishing articles in magazines (due to lack of space or especially in cases where we have no control of the final publication format or contents) please make sure to at least include the phrase: "the project is co-founded by the European Union".

Deliverables and scientific publications published in the framework of ICARUS, must additionally include a disclaimer excluding EU responsibility. The following disclaimer to be used:

"The content of this report does not reflect the official opinion of the European Union. Responsibility for the information and views expressed in the therein lies entirely with the author(s)."

4 Dissemination Management and Roadmap

4.1 Dissemination Management

The dissemination manager is in charge of coordinating all dissemination issues. As the WP6 leader, CELLOCK is the Dissemination Manager of the ICARUS project. Dissemination activities are part of innovation-related activities, such as activities promoting the exploitation of results and IPR protection and management. The Dissemination Manager is responsible for the dissemination of project results and achievements.

4.2 Dissemination Roadmap

TASK NAME	PLAN START	PLAN DURATION	ACTUAL START	ACTUAL DURATION	PERCENT COMPLETE	MONTHS
Phase 1: Raise awareness	1	12	1	12	0%	
Phase 2: Inform & Interact	13	12	13	12	0%	
Phase 3: Promote	25	12	25	12	0%	

Table 5 – Dissemination Roadmap

The 1st phase of the plan (M1-M12) is about "Raising Awareness" for the project's objectives and attract interest from business communities, infrastructure support organisations and public authorities. This is the most important step of the proposed framework towards the early engagement of externals in project activities. The main focus is on communication and stakeholders' engagement activities.

While the 1st phase of the plan is focusing on the establishment of the framework for dissemination and communication, the 2nd phase (M13-M24) focuses at ensuring the sustainability and duration of the established framework by continuously diffusing knowledge about project activities.

The 3rd phase (M25-M36) is about massively promoting the outcomes of the ICARUS project to wide audience and targeted communities, by exploiting the full list of dissemination and communication tools.

A final Phase "IV: Post-project Dissemination" is also envisaged to guarantee further promotion and exploitation of project's results beyond the contractual implementation, yet it has not been depicted in the table above. In fact, the creation of a community of interested stakeholders and potential users is anticipated to ensure sustainability and transfer of data and knowledge beyond the project duration, ensuring in such a way the continuation of research and the increased take-up of results.

4.3   Communication plan & Activities monitoring

All the communication activities will be accounted for in order to assess the targets reached and, if necessary, to reinforce the strategies. Web analytics results, published news, as well as social networks analytics will be discussed and acted upon monthly. In addition, the outreach achieved by each of the newsletters and each press release will be monitored.

Communication mechanism	KPIs	Impact
ICARUS Website	• >5000 unique visitors; • ~ 2min average visit duration; • >10.000 pageviews;	• Main online information point; • Communication of project news, events and results; • Liaisons with other initiatives and projects through links; • Increase awareness;
Social Media	• >750 accumulative followers; • >1000 accumulative posts; • >250 interactions; • >40 Klout score;	• Increase outreach to stakeholders active in Social Media; • Attainment of interest of stakeholders; • Viral marketing by "word of mouth" through the followers; • Direct communication mechanism with followers;
Blog posts	• >50 posts; • >100 interactions	• Communication of main project's concepts and advancements in a catchy and understandable manner;
Traditional Media	• >8 press releases	• Communication of project news, events and results; • Increase awareness;
Communication material	• >8 project factsheets/brochures and banners; • 6 Newsletters; • >5 videos; • >6 blog posts in EC mechanisms;	• Unique branding and visual identity of the project; • Provision of instant information about the project; • Creating a unified experience for the targeted audience; • Improved communication of results and information provision during events;

Table 6 – Communication plan KPIs

4.4 Dissemination plan & Activities monitoring

Similarly to the communication activities, the dissemination plan will be accounted for on a monthly basis in order to assess the targets reached and, if necessary, to reinforce the activities undertaken.

Dissemination mechanism	KPIs	Impact
Organization of ICARUS events	8 workshops; 1 Hackathon; 2 Demo events organized by ICARUS;	- Increase collaboration with other relevant initiatives; - Synergies establishment for joint research, information exchange and dissemination; - Increase awareness;
Participation to Conferences and Workshops	- Participation to >20 events; - Presentation of results in >15 events; - Demonstration of results in >4 events;	- Ideas' gathering and knowledge exchange with relevant communities and initiatives; - Information about latest technologies/ advancements; - Liaisons with other initiatives; - Increase awareness;
Scientific publications	>20 Conference publications; >4 Journal publications; >8 articles in industry magazines;	- Validation of project's concept, findings and advancements; - Promotion of results to scientific communities; - Ideas' gathering and knowledge exchange with relevant communities and initiatives;
Community building / Engagement with stakeholders	>1000 industry contact points; >100 active industry stakeholders; >10 industry communities informed; >2 webinars;	- Communication of project news, events and results; - Validation of project's concept, findings and advancements; - Ideas' gathering and knowledge exchange; - Attraction of potential clients and adopters; - Increase awareness;
Collaboration and synergies with projects	>15 projects with synergies; >8 joint activities	- Knowledge exchange; - Mutual validation of results; - Joint dissemination activities exploiting synergies; - Attraction of potential future partners for research collaboration;

Internal dissemination in partners' networks	● >8 internal partner events; ● >10 links to the project's website; ● >4 pilot training sessions;	● Communication of project news, events and results; ● Validation of project's concept, findings and advancements; ● Ideas' gathering and knowledge exchange; ● Increase awareness;
Standardization contributions	● Liaison with >2 working groups; ● Presentation of project results to >2 standardization meetings;	● Communication of project results; ● Validation of project's concept, findings and advancements; ● Increase awareness;

Table 7 – Dissemination plan KPIs

4.5 Partner Roles and Responsibilities

All partners will be involved in the dissemination and communication activities utilizing each one's expertise. The responsibilities in dissemination activities have been distributed between the Work Package Leader and all partners that have effort in this WP.

Before presenting the role of each partner of the consortium, a few practical guidelines to be followed by the partners toward the implementation of dissemination and communication activities have been defined, as below:

● All partners should use the ICARUS templates (PowerPoint, Leaflet, Brochure, Poster) when presenting the project and/or its outcomes at internal and external events.
● All partners should work to ensure maximum visibility of the project achievements by promoting and spreading the dissemination and communication material
● All partners should suggest potential opportunities to maximise the dissemination. The project dissemination plan will be constantly updated to implement any opportunity that might help the project dissemination.
● All partners should declare their intention to participate or organise an event as well as inform the WP Leader on the outcomes.
● All partners should contribute to build the project's user community and distribute announcements and press releases in their own individual networks in different countries.
● All partners must ensure open access to all peer-reviewed scientific publications relating to the results.
● All research data gathered must be openly and free-of-charge available to be accessed, mined, exploited, reproduced and disseminated by 3rd parties.
● Regarding social media, all partners should follow and promote the project's accounts through their own accounts and contribute to creating buzz around the

project by re-posting / retweeting the ICARUS posts.

● Suite5 as leader of the communication activities tasks, is responsible for the development, deployment and content management of the website and social media accounts. In order to directly contribute to the blog, the partners will receive credentials for the website. Each blog will be drafted by the respective partner according to the guidelines shared by Suite5. In addition, partners are obliged to include a link to the ICARUS website on their own organization's websites.

More detailed information regarding individual partner's roles and responsibilities can be found in Annex I.

4.6 Evaluation of Activities plan

Once the dissemination activities begin, it is essential to constantly monitor the effect that the dissemination and communication strategies have on delivering the message to identified target groups. Both Communication and Dissemination are not one-time activities, but long-term actions involving ICARUS target groups and the public who might provide on-going feedback to help the dissemination strategy to improve its messages.

The main question in the evaluation procedure of the plan is whether the dissemination strategy objectives are met.

- If the dissemination strategy objectives are met, the activities should be followed as planned, while they should be monitored and evaluated for possible improvements.
- If, however, the dissemination strategy objectives fail to be achieved, the reasons of the failure should be identified and discussed among the partners. Additionally the objectives should be revised, the activities should be changed and the KPIs should be adjusted accordingly.

In order to report after any event, there is a template in the project's repository, shown below, to record information regarding size of audience, feedback received, outcomes and discussions, suggestions, etc. For each activity, if it is an event that was attended, the respective ICARUS partners are expected to provide an entry for the website to report on the activities and liaisons made during the event, the discussions held, the feedback acquired etc. Material from each event (i.e. ICARUS slides, photos) should be also provided.

#	Activity Type	Main Leader	Title	Date	Place	Audience Type	Attendants	Comments
1								
2								
3								
4								

Partners involved in any dissemination activity should fill this template as soon as possible after the completion of the activity. Timely and efficient reporting shall benefit both the online presence of ICARUS and the compilation of dissemination activities report.

5   Conclusion

The main objective of the Dissemination, Communication & Stakeholders' Engagement Plan is to establish a strategic approach to reach all relevant target groups and raise public awareness on the ICARUS project.

The plan will ensure that the project results, both research outcomes and developed tools are widely disseminated towards relevant target groups:

- Aviation industry stakeholders (Airports, Airlines, Airport & Aviation service providers, Businesses in Health, Tourism, Security industries, Public Organizations
- IT industry players (Companies, Entrepreneurs)
- Industry associations & Technology clusters (SESAR 2020, Clean Sky, BDVA, AIOTI, FIWARE, ETP4HPC, I4MS)
- EC Big Data Public-Private partnership stakeholders (active H2020 projects BDV-PPP)
- Researchers and Academia
- Policy Makers & Standardization Organizations on big data (CEN, ISO, ETSI)
- General public

During the first period of the project lifetime, the ICARUS project following the planned strategies of this deliverable, will raise awareness for its scope and interact with the target audience groups. By M18 there will be a solid evaluation on the plan and activities implemented by then, and a revised version will be prepared, adjusting the plan accordingly, if necessary, to meet the implementation objectives in the final phase of the project (M18-M36).

The Communication & Dissemination Plan is a living document, which will be continually monitored, updated and reported during the project.

Annex I: Dissemination intentions and plans per partner

UBITECH (Project Coordinator) is a leading, highly innovative software house, systems integrator and technology provider, established to provide leading edge intelligent technical solutions and consulting services to businesses, organizations and government in order to allow the efficient and effective secure access and communication with various heterogeneous information resources and services, anytime and anywhere. The main target audience for the company is actors and stakeholders in the information and communication technologies (ICT), big data & data analytics scientific community and insurance market.

UBITECH intends to disseminate information about the project scope, objectives and developments to a wide range of stakeholders in the relevant business, industrial and research communities, starting from the preliminary and first results (e.g. conceptualization, framework, architecture, models) at the early stages of the project to more technological mature results (e.g. prototypes, software components, integrated platform, pilots, evaluation) near the end of the project. In particular, UBITECH is going to utilize the following dissemination channels:

- publication on its corporate website and company newsletter,
- active participation to EU organized events and conferences,
- scientific publications in topic-specific journals, conferences and workshops,
- editing and publication of brochures, press releases and announcements

Suite5 is an Information Technology Solutions and Services SME to deliver innovative data-driven solutions through state-of-the art technologies, required for any organisation in order to leverage data analytics and remain competitive, creative and effective. The main target groups to be approached by Suite5 include:

- SMEs and Industries and commercial partners working on data technologies,
- Organisations and Institutions that use large datasets as part of their daily activities and
- Researchers and Practitioners around data technologies and analytics methods.

During the ICARUS project, Suite5 intends to disseminate information about the project to a wide range of stakeholders, mostly focusing on the company's software and industrial partners and customers of its software products in the European market, whereas dissemination will also be performed towards the research community.

Suite5 is going to utilize the following dissemination channels:

- dissemination via social media, blogs and forums,
- announcements on the company's website,

- active participation in selected EU organized events, conferences and trade fairs,
- publications in bulletins and newsletters,
- press releases and media announcements.

Additionally, the Suite5 team plans to present/publish research results in international conferences and scientific journals, targeting to at least 5 scientific publications. Finally, as leader of the communication activities in T6.3, Suite5 is responsible for designing and deploying the website of the project and for establishing the ICARUS presence in social media.

SingularLogic is the No 1 Greek Software Vendor and one of the largest Integrated IT Solutions Group in Greece. Its activities include the development and distribution of business software products, cloud and mobile applications, the study, design and implementation of integrated IT solutions and services for both the private and the public sector, outsourcing services, as well as the distribution and support of well-established international IT products.

The main target audiences are Companies from our clients network in the aviation and tourist sectors and Companies from Data driven sectors (e.g. marketing, retail , maritime).

SingularLogic will undertake to disseminate the project results at the best possible level. As a leading integrator, IT services provider, and enterprise application systems vendor in the Balkan market, the Governments and the public sector, SILO intends to disseminate the project results to its wide customer base as well as to its authorized business partners' network, numbering more than 500 partners all over Greece. The goal of SILO's dissemination activities will be to create awareness in the communities of stakeholders addressed by the project and attracting customers. SILO will undertake pre-marketing activities, such as creating lists of potential customers and organizing targeted demonstrations to interested parties. SILO will also disseminate the project through publications (e.g., in conferences organized by the EC and its corporate magazine) and system demonstration in conferences and exhibitions.

Engineering Ingegneria Informatica S.p.A. (ENG) is the head company of Engineering Group. ENGINEERING is the first IT group in Italy with over 8100 employees and 40 branch offices in Italy and abroad.

ENG will aim to connect and engage with interested users, organisations and businesses and allow them to interact with ICARUS (e.g. direct contacts with ecosystems, participation in all high-profile exhibitions; presentations and live demonstrations of the project's complex demonstrators). For this reason, ENG will provide up-to-date information on project innovation and industry trends, across different platforms and channels, and will prepare

supporting materials (e.g. posters, brochure, papers, presentations, promotional multimedia video). Engineering is engaged in Italian and European initiatives; among others, it is worth

mentioning: the participation in the Big Data Value Association, of which Engineering Group is a board member, and that aims to create standard solutions for the enhancement of Big Data in various market sectors; the activities performed within the European initiative called EIT Digital, in particular at the Italian premises located in Trento; the activities performed within the FIWARE initiative, supported by the FIWARE Foundation, co-founded by Engineering Group; the partnership with Alliance for the Internet of Things organization (AIOTI PPP) and NESSI (Networked European Software and Service Initiative); the membership of the Board of EOS (European Organisation for Security).

PACE AEROSPACE ENGINEERING AND INFORMATION TECHNOLOGY GMBH (PACE) is the German subsidiary part of TXT e-Solutions (www.txtgroup.com) specifically focused in providing aerospace solutions. The main target of the dissemination activities are future customers so airlines and airports.

PACE is going to disseminate projects results in the aerospace domain; the main dissemination target is the industrial fair and conferences; but also academic conferences will be addressed.

University of Cyprus (UCY) is the largest University and main research organization in Cyprus. The Department of Computer Science (www.cs.ucy.ac.cy) hosts approximately 25 faculty, and teaching staff members, 40 researchers, 450 undergraduate, 72 M.Sc. and 35 Ph.D. students. The Department is research oriented, with 50 Ph.D. graduates in the last ten years, and a participation in over 230 research projects with a total funding received of about 30 MEuros in the last 10 years. The target audience for dissemination will be the Research community, students, customers, industry, open-source community (i.e.,Eclipse), international standardization community (i.e., DIN).

In UCY, the research activities carried on within the project will constitute the basis for the training of PhD students, advanced seminars held to M.Sc. level students, tutorials and training courses given at national and international scientific events (e.g., conferences, summer schools). In addition, ICARUS will contribute for UCY in building international partnerships and in taking full advantage of international business opportunities towards active open-source and international standardization communities as well as big data related SMEs.

CINECA, established in 1969, is a non-profit consortium counting 70 Italian Universities, the National Institute of Oceanography and Experimental Geophysics (OGS), the National Research Council (CNR), and the Ministry of Education, University and Research (MIUR). CINECA is the national facility for supercomputing and Big Data applications, one of the largest in Europe.

The target audience for dissemination will be Aerospace OEMs interested in Big Data applications and their supply chain. CINECA major dissemination events will consist in presenting the project in the framework of own booth in the exhibit area of SC and ISC conferences, reputedly the major HPC and Big Data events in the world.

OAG is the leading global provider of digital flight information and provide accurate, timely and actionable information and applications across the travel sector to the world's airlines, airports, government agencies, aircraft manufacturers, consultancies and travel related companies.

The target audience for dissemination will be Airlines, Airports, Airport Services, Travel Tech, Aviation industry, Travel agents, Travel providers, Cargo.

OAG aims to disseminate the project's results to various stakeholders, focusing mostly on its customers and collaborators who would be interested to learn more about the project's results and adopt part of the solutions, as well as to join the ICARUS ecosystem. OAG will reach these clients through direct contact, through the participation in fairs and events of interest, as well as through the dissemination of information through OAG'S electronic presence channels.

ISI Foundation (www.isi.it) is a private research institution located in Turin, Italy. It is founded and supported by the Regional Government, the Province of Turin, the City of Turin, and by the two major National Bank Institutions – San Paolo and CRT Foundation. Its mission focuses on promoting scientific interchange and cooperation at the highest degree of quality both in terms of creativity and originality of research. It aims to represent a pole of high-level interdisciplinary training in the fields of Mathematics, Physics, Computer Science, and Life Sciences.

The target audience for dissemination will be Health professionals, research scientists, policy makers, general population.

Communication and dissemination of the project results will be achieved through the participation to international academic conferences, the publication of scientific papers in

international peer-review journals, and the organization of dissemination events featuring interactive exhibits.

CELLOCK is a leading Information Technology SME, founded in 2003, and currently operates around the fields of data science and artificial intelligence, online advertising, software and hardware. With many years of experience in software and hardware development and highly skilled technical workforce, we pride ourselves as a premier IT company serving clients in diversified business verticals like airlines, advertising agencies, telecommunication operators, shopping malls and shipping companies.

The target audience for dissemination will be

- The public
- Airlines
- 3rd party businesses and business associations
- developers
- policy makers
- universities.

Dissemination of ICARUS aims at establishing close relations and collaborations with several communities and stakeholder groups, in order to communicate the objectives as well as the progress and outcomes. The goal is to receive as much feedback as possible, to steer project development in the right direction.

The following key stakeholders and tools will be targeted:

a. Airlines
b. Passengers
c. Travel agencies/websites
d. Publishers/advertisers
e. Industries, EU and national authorities: Ministry of Transport, Communications and Works, Cyprus Chamber of Commerce, European Aviation Agency, SITA, IATA (International Air Transport Association), AEA (Association of European Airlines)
f. Press releases
g. User tests
h. Publications and Conferences
i. Website & Social Media,
j. International fairs

Athens International Airport (AIA) is a pioneer international Public-Private Partnership of its type, being the first major Greenfield airport constructed with the participation of the private sector. A €2.2 billion investment, the new airport was built in a record time of 51

months, replacing its congested predecessor and offering to all airlines and passengers a modern, spacious and state-of-the-art environment. Since its opening AIA has performed exceptionally well in terms of handling major events (Olympic and Paralympic Games of 2004, Champions League Final etc.).

The target audience for dissemination will be Passengers travelling through AIA, Businesses hosted in the Airport, Other businesses collaborating to AIA and General public

AIA has by nature great exposure to the public, both locally and internationally, and additionally nurtures this exposure with focused channels of communication. Our bilingual (Greek & English) monthly Newsletter which is an account of the business and cultural highlights of the organization's actions is received by more than 20.000 recipients that include the general public, organizations from the tourist sector, airline companies and 250 journalists to name a few among them. Our social media accounts directly reach more than 50.000 Facebook friends and 2.000 followers while our Annual Report and Corporate Social Responsibility print and web publications are additional channels of communicating the highlights of the year. With more than 8 million visitors last year, our website is a high public exposure area for communication banners to the global public. Last but not least, further exposure and visibility regarding the action can be ensured via targeted press releases to Trade Press.