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STRENGTHENING THE CAPACITY FOR EXCELLENCE OF SLOVENIAN AND CROATIAN INNOVATION ECOSYSTEMS TO SUPPORT THE DIGITAL AND GREEN TRANSITIONS OF MARITIME REGIONS

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DISSEMINATION, EXPLOITATION AND COMMUNICATION PLAN – FIRST VERSION

Deliverable 7.1

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Version 3.0

DELIVERABLE INFORMATION

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Abstract	The overarching objective of the Dissemination, exploitation and communication plan is to define and develop the INNO2MARE dissemination, exploitation and communication strategy, as well as to facilitate the implementation of all related activities and tasks in order to maximise the overall long-term impact of the project and reach as extensive audience as possible.
Keywords	INNO2MARE, dissemination, exploitation, communication, innovation ecosystem

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Version	Date	Description of change	List of contributor(s)
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V3.0	29/06/2023	Improved and updated version	UL team, STEP RI, CTK RIJEKA, PRIGODA

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Dissemination level

X	PU - Public
	SEN – Sensitive (limited under the conditions of the Grant Agreement)
	PP - Restricted to other programme participants (including the EC)
	RE - Restricted to a group specified by the consortium (including the EC)
	CO - Confidential, only for members of the consortium (including the EC)

Disclaimer

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PARTNERS

The list of INNO2MARE partner's:

1. UL, University of Ljubljana, Faculty of Mechanical Engineering, Slovenia
2. ISKRA, Electro and system solutions, d.o.o., Slovenia
3. DIGITEH, Optimization of production processes, d.o.o., Slovenia
4. BSC, Business Support Centre Kranj – Regional Development Agency of Gorenjska, Slovenia
5. ZOTKS, Association for Technical Culture of Slovenia, Slovenia
6. UNIRI, University of Rijeka, Croatia
   6.1 PFRI, Faculty of Maritime Studies, Croatia
   6.2 RITEH, Faculty of Engineering, Croatia
7. STEP RI, Science and Technology Park of the University of Rijeka, Croatia
8. MS Tech, MS Tech d.o.o., Croatia
9. MCoE, Maritime Center of Excellence d.o.o., Croatia
10. PRIGODA, Regional Development Agency of Primorje-Gorski Kotar County,Croatia
11. CTC Rijeka, Centre of Technical Culture Rijeka, Croatia
12. UANTWERPEN, University of Antwerp, Belgium
13. HZS, Antwerp Maritime Academy, Belgium
14. REA KVARNER, Regional Energy Agency Kvarner, Croatia
15. DBC, Blue Cluster, Belgium
16. URBANEX, Croatia
17. PoAB, Port of Antwerp, Belgium

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INNO2MARE partner's LOGOs:

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EXECUTIVE SUMMARY

The current document, titled Dissemination, Exploitation and Communication Plan, was elaborated within the framework of the INNO2MARE project, which is funded by the European Union's Horizon Europe programme under Grant Agreement No. 101087348.

The overarching goal of the DECP is to define the project's dissemination, exploitation and communication strategy and to determine the methods for its implementation.

First, the document provides an overview of the INNO2MARE project. Its main goals are described, as well as the means to achieve them. The impact of INNO2MARE is also examined, with a particular focus on the upgrade the capacities of place-based maritime innovation ecosystems of Western Slovenia and Adriatic Croatia for R&I excellence, sustainability, attractiveness and resilience.

The next section describes the objectives of the Dissemination, Exploitation and Communication Plan, which provides the general structure of the document.

Further, the methodology for the implementation of the dissemination activities is presented. It includes the division of the communication concept into three distinctive phases – knowledge, strategy, and action plan. The five-dimensional (what, who, why, when, how) structure of the methodology is also examined.

The DECP then provides a state-of-the-art analysis focused on current situation in maritime sector and their technological gap and challenges. The functions of the INNO2MARE dissemination, exploitation and communication activities within this context are analysed.

Further, the target audiences of the INNO2MARE project are defined. These are divided into three main categories - public, private and R&D institutes. The needs of the different audiences are described, as well as the value proposition that the INNO2MARE will provide them with. The importance of PPs' role for the establishment and functioning of the project's communication ecosystem is also explained.

The next section is entirely dedicated to the INNO2MARE visual identity. The main elements of the branding framework are listed, including the project logo, fonts, colour palette, templates, slogan, hashtags, etc. Information regarding the availability of dissemination materials in different languages is also provided.

Next, the document provides information regarding various communication channels that will be used to achieve the dissemination goals, including the INNO2MARE website, PPs' websites, emails, social media, traditional media, events, meetings. The specific tools to be used within those channels are also examined.

The DECP also provide crucial information about exploitation, their methodology and approach as well as the key exploitable indicators with measured indicators and proposed values.

In the next section, the main key performance indicators are provided. Further, the general and specific roles and responsibilities of PPs are described, and KPIs by partner are also provided. In addition, the organisation of internal dissemination, communication and coordination within the Project Consortium is defined. This includes the main channels for communication between PPs (Microsoft Teams and emails) and the procedure for conducting work meetings.

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The last section consists of a timeline for the implementation of all the communication and dissemination initiatives planned within the project. An annual action plan with all the tasks and activities for 2023 is also provided.

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ABBREVIATIONS

CA	Consortium Agreement
DECP	Dissemination, Exploitation and Communication Plan
CO	Confidential, only for members of the consortium (including the EC)
DMP	Data Management Plan
DoA	Description of Action
EC	European Commission
ESG	Environmental, Social and Governance
ESP	Exploitation and Sustainability Plan
EU	European Union
FAIR	Findable, Accessible, Interoperable, Reusable
GA	Grant Agreement
GDPR	General Data Protection Regulation
KERs	Key Exploitable Results
QAP	Quality Assurance Plan
OPR	Official Project Repository
PP	Project partners
PU	Public
QDM	Quality Data Manager
RE	Restricted to a group specified by the consortium (including the EC)
SEN	Sensitive (limited under the conditions of the Grant Agreement)
WP	Work Package

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1 OVERVIEW OF THE INNO2MARE PROJECT

INNO2MARE is a project funded by the European Commission and is meant to enhance the capacity for excellence of Western Slovenian and Adriatic Croatian innovation with Belgium support within and between these three ecosystems. A set of jointly designed and implemented actions will support the digital and green transitions of the maritime industries and others, that are connected with those industries.

Therefor the main goal of INNO2MARE is to strengthen the capacity for excellence of Western Slovenian and Adriatic Croatian innovation ecosystems through a set of jointly designed and implemented actions that will support the digital and green transitions of the maritime and connected industries. Based on an in-depth mapping of the ecosystems and needs & gaps analysis, the consortium will formulate a long-term R&I strategy aligned with regional, national and EU strategies, as a visionary framework, and a joint action & investment plan, with concrete steps for building coordinated, resilient, attractive and sustainable maritime innovation ecosystems. To support the joint strategy and provide a model for the future collaborative R&I of the ecosystems' actors, the project will implement three R&I pilot projects that address some of the key challenges related to maritime education and training, security & safety in marine traffic as well as energy conversion and management systems' efficiency. These pilots will be the basis for further development, scale-up and translation of the generated research results into innovative business opportunities through the coordinated mobilization of public and private funding. The consortium will also implement innovative programs that will support the engagement of citizens in the innovation processes, knowledge transfer for mutual learning, entrepreneurship & smart skills training and attraction of best talents, involving more than 1.000 participants across the Quadruple Helix. In all the project activities, the two ecosystems will strongly benefit from the sharing of best practices of the Flemish ecosystem, one of the most developed maritime innovation ecosystems globally. The project will contribute to reducing the innovation divide in Europe by systematically connecting the innovation actors within and between the ecosystems and creating synergies in R&I investments' planning and execution, thus developing a true innovation culture.

This Dissemination, exploitation and communication plan is to define and develop the INNO2MARE dissemination, exploitation and communication strategy, as well as to facilitate the implementation of all related activities and tasks in order to maximise the overall long-term impact of the project and reach as extensive audience as possible.

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2 OBJECTIVES OF THE DISSEMINATION, EXPLOITATION AND COMMUNICATION PLAN

The **main objective** of the Dissemination, Exploitation and Communication Plan (DECP) is to define and develop the INNO2MARE dissemination, exploitation and communication strategy, as well as to facilitate the implementation of all related activities and tasks in order to maximise the overall long-term impact of the project and reach as extensive audience as possible.

To achieve this, the Plan will accomplish the following subgoals:

- Define the methodology through which all dissemination, exploitation and communication objectives will be completed, including the phases for the implementation of the DECP, a description of all deliverables related to communication and exploitation which are to be elaborated, a presentation of the INNO2MARE visual identity and branding.
- Describe the main and secondary target audiences of the project, including the needs of each group, the core messages that will be used to address them, and the value proposition that the INNO2MARE will provide them with.
- List and elaborate on all the activities and tools which will be used for the implementation of the communication strategy, including the INNO2MARE website and subpages, newsletters, press releases, promotional videos, scientific publications, events, etc.
- Set the KPI's in total for the whole project and as distributed among all PPs.
- Define the particular roles and responsibilities of each PP, as well as development of a method for accountability.
- Establish a team for internal communication and coordination among PPs.
- Provide a timeline and an action plan for the elaboration and implementation of all tasks, deliverables, events and other promotional activities.

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3 METHODOLOGY

In accordance with the GA the DECP foresees the implementation of the dissemination, exploitation and communication strategy to be divided from a theoretical perspective into **three distinctive phases**:

Stage 0 – Knowledge: within it a current state analysis will be carried out in order to determine and define a coherent and consistent communication and dissemination strategy, aligned with the INNO2MARE objectives.

Stage 1 – Strategy: it includes the creation of the entire project dissemination, exploitation and communication strategy and brand identity. It will be based on the results from the activities within the previous stage and will establish all the key elements for the promotion of the INNO2MARE.

Stage 2 – Action Plan: this phase consists of the detailed planning of all activities for within the INNo2MARE dissemination, exploitation and communication campaign in a systematic manner.

The overall structure of the methodology revolves around five dimensions all of which are thoroughly examined in dedicated sections of the DECP:

WHAT: The main outcomes of the project to be disseminated, exploited and communicated. This dimension refers to the main initiatives within INNO2MARE.

WHO: Identification of the INNO2MARE target audiences to be informed and involved in project activities.

WHY: Definition of the expected impact of the dissemination, exploitation and communication activities per type of stakeholders. Stakeholders' needs and main value propositions.

HOW: Type of dissemination, exploitation and communication channels and tools which are to be used to reach the respective stakeholders.

WHEN: Timeline for the implementation of all activities and tasks. This aspect of the methodology is presented in the Timetable and Action Plan section.

The DECP provides content and a framework for the actions which will be undertaken within these five dimensions of the communication strategy.

All content planned for creation within the DECP should be elaborated strictly under the project's visual identity and brand framework, as presented in Section 11 of the DECP.

In addition, all dissemination, exploitation and communication materials and activities must be elaborated and conducted in compliance with GDPR and with the requirements for information confidentiality and security, as provided and defined in the GA, the CA, and the DMP (D1.1).

Despite that this is the final version of the D7.1, it should be taken into account that INNO2MARE dissemination, exploitation and communication strategy in general should be regarded as a dynamic concept which needs to be revised and updated in accordance with the development of the project itself and the evolution of the industrial sector throughout the implementation period.

In addition, the D7.1 is also closely connected with several other deliverables within WP2, WP4, WP5, WP6, namely: the D2.1 Report on ecosystems' mapping; D2.2 Report on innovation ecosystems' needs;

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D2.3 Long-term joint R&I strategy; D4.1 Action and investment plan including monitoring methodology; D5.1 Action plan for pilot projects scale-up and demonstrator use cases; D1.4 Report on the Innovation Council activity; D4.2 Report on synergies with other initiatives & new partnerships; D6.1 Report on citizen engagement activities; D6.3 Talent attraction and retention plan. All above-mentioned deliverables should be elaborated in accordance with the overall dissemination, exploitation and communication strategy, which is further defined in the current document.

4 CURRENT STATE IN MARITIME SECTOR

Maritime industries, including shipbuilding and recreational craft building, as well as their conversion and maintenance, have an important position in Europe's economic and social development, with close links to transport, security, energy, research and the environment sectors[1]. In 2018, three of the seven established sectors of the EU Blue Economy (Shipbuilding and repair; Port activities and Maritime transport) generated a gross value added (GVA) of €70 billion and directly employed more than a million people[2]. With 300 shipyards specialised in technologically complex civil and naval ships, platforms and other solutions for maritime applications, the EU shipbuilding and repair sector continues to be a major player in the global shipbuilding industry, although faced with fierce international competition. An additional major challenge, and at the same time an opportunity, for the development of maritime industries, is related to regulation and environmental issues, with the EU policy focus on reduction of ballast water, sulphur and nitrogen oxide emissions and climate change actions. Innovative approaches needed to tackle these challenges are cleaner transport alternatives and the use of information technology, digitalisation and automation, including autonomous and sustainable ships and shipping. Port activities are also important contributors to the achievement of the European green objectives[3], through their development into clean energy hubs for integrated electricity systems, hydrogen and other low-carbon fuels, and testbeds for waste reuse and the circular economy. However, in comparison to some other industries, the maritime sector has often been regarded as very traditional, with innovation practice appearing unstructured and incidental, especially when responding to environmental issues[4].

Place-based innovation ecosystems, operationalised in policy using the Smart Specialisation framework, have been viewed as a critical, bottom-up approach to spurring innovation and regional economic transformations by considering the uniqueness of local contexts and through efforts that exceed the effects of national or EU-level strategies[5]. Western Slovenia (Zahodna Slovenija, SI04) is a Moderate

[1] Maritime industries, retrieved from https://ec.europa.eu/growth/sectors/maritime-industries_en.
[2] European Commission (2021). The EU Blue Economy Report 2021. Publications Office of the European Union. Luxembourg.
[3] Sustainable and Smart Mobility Strategy – putting European transport on track for the future, COM/2020/789.
[4] Acciaro, M., T. Vanelslander., C. Sys., C. Ferrari., A. Roumboutsos., G. Giuliano., J. S. L. Lam, and S. Kapros (2014). Environmental Sustainability in Seaports: A Framework for Successful Innovation. Maritime Policy & Management 41(5): 480–500. doi:10.1080/03088839.2014.932926.
[5] Rissola, G. and Haberleithner, J. (2020). Place-Based Innovation Ecosystems. A case-study comparative analysis, EUR 30231 EN, Publications Office of the European Union, Luxembourg, ISBN 978-92-76-19006-6, doi:10.2760/492676, JRC120695.

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Innovator, with relative strengths in international scientific & public-private co-publications and employed ICT specialists, and weaknesses in non-R&D innovation expenditures and patent applications[6]. The existing ecosystem, characterised mostly by academia-industry collaborations initiated by individual actors, comprises experts for digitalisation of systems and processes in different sectors such as manufacturing, logistics, maritime, smart factories and smart cities. Within the framework of the Smart Specialisation Strategy S4 (including Digital Slovenia 2020) and the upcoming Smart Specialisation S5 (Digital Slovenia 2030), digitalisation as one of the key-enabling technologies has been recognized as a top priority. Adriatic Croatia (Jadranska Hrvatska, HR03) is an Emerging Innovator, performing above the EU average with respect to digital skills, but falling behind with scientific productivity and impact, R&D expenditures of the business sector, employed ICT specialists, intellectual property (IP) protection and academia-industry collaboration. Marine engineering is one of the most competitive sectors, with smart ships, green technologies and solutions for Industry 4.0 identified as a priority in the regional value chains in the Adriatic Croatia Industrial Transition Plan 2021-2027[7]. Encompassing a critical mass of collaborative and competing actors[8] across the Quadruple Helix, the Adriatic Croatian maritime innovation ecosystem shows a high potential for excellence, but still lacks a true innovation culture.

Thus, the overall aim of the project corresponds to two core problems highlighted below:

Core problem 1: Finding new and efficient ways to stimulate the development and uptake of innovations represents the key to the competitiveness and sustainability of maritime industries, and in so doing, their contribution to the green and digital transitions of Europe.

Core problem 2: There is an urgent need to mobilise resources towards a strategic and coordinated approach in the governance of the Western Slovenian and Adriatic Croatian maritime innovation ecosystems.

5 TARGET AUDIENCE

The target audience of the INNO2MARE project represents public and private organizations, R&D institutes. According to the Innovation Ecosystem's actors, i.e. the Quadruple Helix principle, the consortium consists of four main actors, which is the base to reach four type of target groups during the project. These groups represent the potential audience to be involved in dissemination, exploitation and communication activities. Figure 1 shows graphical presentation of the main groups interconnected together to form ecosystem. There are two main ecosystems in the project; Western Slovenia ecosystem

[6] Regional Innovation Scoreboard 2021, retrieved from https://ec.europa.eu/info/research-and-innovation/statistics/performanceindicators/regional-innovation-scoreboard_en.
[7] Retrieved from https://razvoj.gov.hr/vijesti/usvojen-plan-za-industrijsku-tranziciju-jadranske-hrvatske/4770.
[8] Granstrand, O. and Holgersson, M. (2020). Innovation ecosystems: A conceptual review and a new definition, Technovation 90–91. doi: 10.1016/j.technovation.2019.102098.

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and Adriatic Croatia ecosystem and important supporting ecosystem from Belgium (Flemish) treated also as reference ecosystem in the maritime sector.

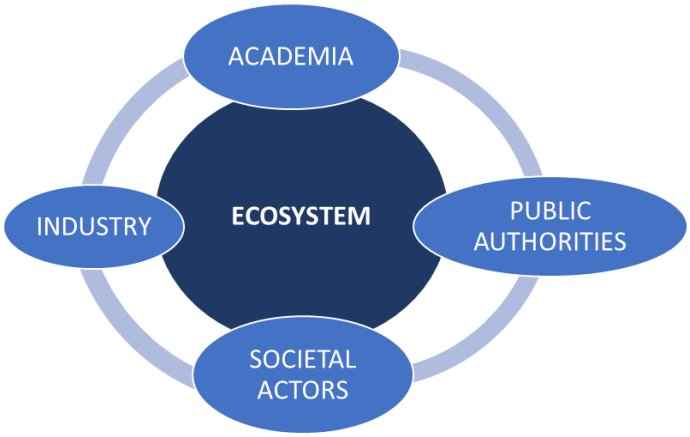

Figure 1: Innovation ecosystem based on Quadruple Helix principle.

The subcategories of target audience of INNO2MARE project are:

A. Policy makers
B. Academic institutions
C. Business actors
D. Industry
E. R&I personnel, Professionals in R&I intensive domains, seafarers
F. Entrepreneurs & leaders
G. Ecosystems' citizens
H. Customers and end users
I. Local and regional innovation ecosystems in Widening countries and beyond

The table below provides information regarding the needs of the different target audiences and their subcategories, as well as the value proposition that the INNO2MARE project will provide them with.

Table 1: Target Groups' needs and value proposition to address them.

Target Group	Categories	Needs / Interests	Value proposition
Policy makers	National and regional policy makers Government	Long term joint R&I strategies underpinned by concrete action plans of European relevance. Common investment plans for R&I including infrastructures leveraging national, regional and European funds as well as private capital	R&I strategy and action plan in the policy documents and media reports in the two ecosystems – citations Overall mobilised funding for ecosystems' innovative activities. Content of new national and regional strategies and other policy documents Direct support and promotion for the digital and green transition of maritime and connected industry.

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		in a synergetic manner. R&I pilot projects alongside a joint strategy and in line with regional and national strategies, notably regional innovation strategies for smart specialisation (RIS3)	Making local policies more viable through the provision of support to stakeholders. Complying with the highest ethical standards. Knowledge exchange through INNO2MARE activities. Generation of news and initiatives of European, national, and local importance and impact.
Academic institutions	Faculties, R&D institutions, educational institutions and centres, Associations that can provide educational and training, other events.	R&I pilot projects alongside a joint strategy and in line with regional and national strategies, notably regional innovation strategies for smart specialisation (RIS3) Developing new technologies for the implementation, accelerate the uptake of new technologies, knowledge transfer, strengthen the collaboration between industry and academy. Strengthened linkages between science and business. Improved knowledge transfer and development of entrepreneurial skills	Propose solutions and technology results required for the maritime sector. Propose new ideas. Implement solutions from pilot projects in the real applications. Joint publications of different academic departments. Joint academia-industry publications. Intellectual property – patents. New academia-industry collaborative projects, joint thesis. Exchange of experts between academia and industry. Increased revenue from knowledge transfer.
Business actors, industry	Financial and business Institutions and private investors according to applicable laws and regulations. Industry from maritime sector and wider, SMEs, others	R&I pilot projects alongside a joint strategy and in line with regional and national strategies, notably regional innovation strategies for smart specialisation (RIS3). Strengthened linkages between science and business.	New prototypes and roadmaps for technological and commercial development. Innovative products and processes. Business growth (revenues, employment). Joint academia-industry publications. Intellectual property – patents. New academia-industry collaborative projects, joint thesis.

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			Exchange of experts between academia and industry.
R&I personnel, actors	Personnel from universities, faculties, R&D institutes and centres, other experts, innovators.	Common investment plans for R&I including infrastructures leveraging national, regional and European funds as well as private capital in a synergetic manner. New competencies and skills. Improved knowledge transfer and development of entrepreneurial skills.	R&I personnel participating in R&I, secondments, missions and training sessions.
Professionals in R&I intensive domains	Experts form industry sectors, developer, R&I offices.	New competencies and skills. Improved knowledge transfer and development of entrepreneurial skills.	R&I personnel participating in R&I, secondments, missions and training sessions. Advisory services on knowledge transfer.
Entrepreneurs & leaders	Leaders in all ecosystem categories	New competencies and skills	Personnel participating in training sessions. Innovative practices within ecosystems' organisations introduced by their leaders. Formal and informal collaborations of leaders.
Ecosystems' citizens	Citizens, young talents, youth.	Looking for new opportunities, jobs, new ideas in terms of maritime sector, New skills and competences.	Public opportunities for exchange of innovative ideas. New jobs in maritime and associated sectors. Promotion of female experts in maritime-related jobs. Creating poles of attraction for talents in catching up regions and countries. Organizing citizen engagement events, training events, Bootcamps. Graduates recruited by the maritime and associated industries through the project.

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Customers and end users	No specific category.	Uptake of innovative technologies. Implementation of solution.	Providing innovative products and processes for safer, cleaner and more efficient maritime vehicles, transport and logistics.
Local and regional innovation ecosystems in Widening countries and beyond	No specific category.	Excellent and sustainable place-based innovation ecosystems in Widening countries and beyond in relevant domains of cutting-edge science and innovation. Long term joint R&I strategies underpinned by concrete action plans of European relevance. Common investment plans for R&I including infrastructures leveraging national, regional and European funds as well as private capital in a synergetic manner.	R&D expenditures, Digital skills, ICT specialists, Product innovators, Employment in innovative enterprises. Connections and coordination between ecosystem actors. Stakeholder consultations, workshops and mapping exercises. Citations of the R&I strategy and action plan in the policy documents of other innovation ecosystems. New partnerships with other projects, programmes and initiatives. New R&I investment negotiations, new investments and investment amounts.

6 VISUAL IDENTITY AND BRANDING

The INNO2MARE project has its own unique distinctive visual identity and branding which will ensure that it stands out amongst other initiatives and will help for the comprehensive communication of INNO2MARE core values and goals. The main elements of the project branding include the following:

- The INNO2MARE Logo.
- The INNO2MARE Slogan.
- A set of fonts (a font family) to be used in all written documents.
- A colour palette.
- Report, presentation, email signature, letterhead, meeting agenda, and press release templates.

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All dissemination and communication materials planned for creation within the DECP should be elaborated strictly under the project's visual identity and brand framework. The required templates and instructions are available for all PPs to access and use on the INNO2MARE Microsoft Teams Sharepoint. They are also available in annexes to the DECP.

Further, all textual content will be elaborated in the project's official language – English. Some dissemination materials (including newsletters, press releases, posts on social media, etc.) could be adapted by PPs into other languages in order to reach local audiences more efficiently.

The official INNO2MARE logo is as follows:

Figure 2: INNO2MARE logo, white background and blue background.

Other versions of the INNO2MARE logo are available in the INNO2MARE Branding Guide (Annex I).

The official **INNO2MARE slogan** is:

INNO2MARE - Driving Innovation for a Green, Digital, and Smart Maritime Ecosystems

For all INNO2MARE documents the Open Sans font Family shall be used, including Open Sans, Open Sans Semibold, and Open Sans Semibold in all caps, depending on the text's significance (additional instructions are provided in the INNO2MARE Branding Guide (Annex I).

Recommended **hashtags** for social media publications include:

#INNO2MARE, #slovenia, #croatia, #adriatic, #excellence, #innovation, #ecosystem, #maritime, #Sustainable, #Green.

All contents and activities, elaborated or conducted within the INNO2MARE project, must acknowledge EU support and display the European flag (emblem) and funding statement (translated into local languages, where appropriate).

All deliverables must include the following disclaimer (translated into local languages where appropriate):

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them.

7 COMMUNICATION CHANNELS AND TOOLS

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In order to achieve the CEDP's communication, exploitation and dissemination goals PPs will use various channels, tools, materials, activities, and events. Initiatives will be implemented online and onsite. If the need occurs, physical events could be adapted for implementation in online environment.

The vast set of dissemination initiatives will create opportunities for communication with a wide range of stakeholders. Therefore, promotion materials should be elaborated individually, taking into account the specific channel and tool which will be used, as well as the target audience.

In general, the English is promoted for all Dissemination, Exploitation and Communication activities and supporting material. If PP feels that translation will help in these activities the materials can be translated to national language and published at PPs websites, social medias, etc.

Below is provided general information and guidelines for the organisation and usage of each of the INNO2MARE main communication channels.

1. The INNO2MARE website (www.inno2mare.eu)

The INNO2MARE website will be one of the main channels for communication initiatives. It will be constantly updated with information about the ongoing activities and results and will include communication materials related to the project – texts, videos, graphics, invitations to events, meetings, and other initiatives. The project page is where the audience can be engaged in activities such as: reading a news about project progress and events, reading a development reports or articles, be informed about other activities of projects such as events, open calls through news and announcement section.

From a structural perspective the website shall consist at least of the following components, modules, subpages:

- The INNO2MARE kit with proper drop-down menu covering all crucial topics (to be elaborated with WP7, Task 7.1).
- Access interface for Career Connector Platform.
- A section for publication of news and events related to the project.
- A consent form where website visitor can subscribe to receive news from us.
- A general awareness section, to be updated with developments.

In general, the website is where all information about the project and crucial developments, results affecting the promotion of the project will be published. Therefore, all other communication channels will have supplementary functions regarding the project page and will aim to attract the target audiences and bring help to reach a large number of regular visitors.

2. PPs' websites

PPs' websites will be yet another important channel for communication. They are suitable for uploading dissemination materials in local languages. This would be easier to apply to textual content, but most probably will not be applicable to some visual materials, graphics, etc.

In addition, each PP (if technically applicable) will create and maintain simple INNO2MARE subpage on their organisation's website for uploading up-to-date content regarding the project.

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PPs may also include links leading to content regarding INNO2MARE in articles dedicated to other initiatives, which are thematically related to the project.

3. E-mails

E-mails will be used to reach particular audiences with specific messages tailor-made for them - presentations of activities, announcement of procedures, invitations to events, etc. To serve these purposes the Target Groups Mapping (WP2, D2.1 Report on ecosystems' mapping) will be compiled – a datasheet, including contact information of various stakeholders of both Western Slovenian and Adriatic Croatian Ecosystem. E-mails will be used in two ways – individually by PPs to address their networks of partners or to reach particular organisations or target group of individuals, and in a centralised manner by the Communication leader UL via mass mailing campaigns aimed at the general audience or specific target groups.

In general, despite the challenge presented by GDPR compliance and the option of unsubscribing, emails remain one of the most secure ways to send information. However, PPs using different email marketing systems could potentially become a challenge. They should have an option to get feedback, track messages sent and analyse campaign success statistics.

4. Social Media

Social media will be one of the important channels for reaching the project's communication and dissemination goals. Beside INNO2MARE chosen social medias (Facebook, LinkedIn, Twitter, You Tube,...) also all PPs will use their existing companies' pages and social medias to promote INNO2MARE. This method will help avoid the need to administer separate pages and create audiences from scratch which will generally make the process more efficient.

The project will be predominantly promoted on the platforms of Facebook and LinkedIn in order to create and expand the network of stakeholders. Each PP will publish information via their own business pages and personal profiles of team members.

Dissemination activities in social media will be planned during monthly meetings of communication experts.

All PPs key social channels that will be used for INNO2MARE communication and dissemination are provided in the List of Project Partners' Social Media Channels (Annex X).

5. Media

This section refers to all types of traditional (radio, television, newspapers, magazines) and electronic (news agencies, websites) media. The Project Consortium will also use media with a focus on specific target groups, such as the scientific and research communities in Europe. Platforms for scientific publications will be used to reach this niche audience which will potentially have significant interest towards INNO2MARE activities.

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6. Events

PPs can use different events (thematic workshops, info-days, dissemination and promotional events, focus-groups, working meetings, etc.) depending on their type in order to reach both wide audiences that have yet to get to know the project, its goals and activities, and very specific target groups that we specifically want to contact.

7. Meetings

This channel will be predominantly used for 1:1 meeting between PPs and other stakeholders at local and international level (the main target group of the project). On these meetings, the participants will be informed about the progress of project activities, about news related to scientific research, innovations, and regulations.

The table below provides information regarding the various tools that will be produced by the PPs and used within the various dissemination channels.

Table 2: Dissemination and communication Tools used in Different Dissemination Channels

Tools		Website INNO2MARE	Partners websites	Email	Media coverage	Social media	Events	Meetings
Actionable Knowledge **(Promotional videos, blogposts, factsheets, publications)**	Concise, visually attractive, and user-friendly "Actionable Knowledge" from the project's outcomes will be created and disseminated through the project's channels, depending on stakeholders' specific interests (including graphics, video, banners).	+	+	+	+	+	+	+
Press releases	At least four press releases will be used to attract media attention. They will be translated into partners' national languages (if needed) and serve as a baseline for external communication.	+	+	+	+	+		
E-newsletters	8 E-newsletters will be delivered to stakeholders to inform them about the project outcomes, relevant events, and news. They will also promote the upcoming project activities and stimulate engagement.	+	+	+	+	+	+	+

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E-brochures	Three E-brochures will be created during the project.	+	+	+	+	+	+	+
E-factsheets	Two E-Factsheets will be created during the project.	+	+	+	+	+	+	+
Roll-ups, posters and video material	20 Roll-ups, posters or video materials will be created during the project for conferences and training events.						+	+
Organisation of public sessions	Four events will be created during the project, one per each year, approximately 50 participants per event, during annual consortium Meetings.	+	+		+	+	+	+
INNO2MARE Recognition; INNO2MARE Young Innovation Leader Recognition	Four award ceremonies will be organized during the project.	+	+		+	+	+	
Participation in R&I popularisation events (e.g., Researchers' Night, Science Festival)	Eight participants will participate in this type of events.	+	+		+	+	+	
Organisation of Meetups & Innovation breakfasts	Eight events will be organized for Ecosystem actors, two per year.	+	+		+	+	+	+
Flyers	Flyers will contain concise information about the project and will be digital or on paper.				+	+	+	+
Presentations at scientific & tech conferences, journal articles	At least 15 presentations will be presented and 7 SCI articles in high-quality journals.	+	+			+	+	+
Presentations at policy conferences	At least 5 presentations are planned at national or international level to present the project actions to policy makers	+	+	+	+	+	+	+
Organisation of online events & meetings for transfer of best practices	At least 15 meetings and events are planned during the project to exchange and transfer knowledge and results between all three	+	+	+	+	+	+	+

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	ecosystems (Slovenia, Croatia, Belgium)							
Career Connector platform	At least 150 profiles (registered actors) are planned for the platform, focused on R&I actors and students seeking for jobs and companies that needs new workforce.	+	+	+	+	+	+	+

8 EXPLOITABLE METHODOLOGY AND RESULTS

8.1 Background and purpose

In accordance with the Annex 5 of the Grant Agreement, beneficiaries which have received funding under the grant must — up to four years after the end of the action — use their best efforts to exploit their results in further commercial and non-commercial research and innovation activities, other than those covered by the action concerned, either directly or to have them exploited indirectly by another entity, in particular through transfer or licensing. Possible commercial exploitation activities include developing, creating, manufacturing and marketing a product or process, creating and providing a service or standardisation.

Within WP7 of the INNO2MARE project, the consortium is responsible for developing the exploitation plan and strategies as well as managing intellectual property rights (IPR). The main goals of the exploitation plan are to:

facilitate the overall continuity and sustainability of the Key Exploitable Results (KERs) by ensuring that the target audiences receive and understand the concepts, function and application of the results;
promote the dissemination of new results that are completed after the project duration to guarantee that their outreach is as wide and strong as of the KERs completed and disseminated during the project;
continue collaboration with partners and other initiatives realised or initiated during the project in order to increase the socio-economic impact of the project on the place-based innovation ecosystems.

Already before submitting the proposal, the consortium identified the expected results and discussed ownership issues and the associated IPR with a view to disseminating and exploiting the results efficiently. Furthermore, before the signature of the Grant Agreement, the project partners concluded the consortium agreement as a framework for successful project implementation and a basis for maximising the exploitation potential of the project results, with included provisions on knowledge and IPR management.

In the present deliverable (D7.1), the initial exploitation strategies are outlined for each of the KERs identified at the proposal preparation stage:

KER1 Joint cross-border R&I strategy

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KER2 Data, algorithms, initial prototypes, concepts and models generated within the three R&I pilot projects
KER3 Joint R&I action and investment plan
KER4 Roadmaps, feasibility studies
KER5 Transferable good practice on civic engagement, knowledge transfer, training and talent attraction

8.2 Approach to developing exploitation strategies

The following key points have been considered by the project consortium during the proposal preparation to set the basis for the prospective exploitation activities:

- Identification of technical results, market and organisational aspects for innovation resulting from the activities within project WPs tackling specific scientific, technological and societal problems;
- Identification of potential users or stakeholders potentially impacted by innovative results;
- Management of IPR issues for each KER;
- Defining and monitoring of the maturity level for each KER;
- Defining exploitation measures for project results addressing the potential users and possible uses;
- Identification of impact and uses, including research, commercial, triggering of new investments, social, policymaking, in terms of their pushing potential towards new standardisation, regulation and certification standards, if applicable;
- Mechanisms to monitor the resulting knowledge, further research paths, and exploitation benefits.

During the project, the exploitation strategy will be based on three key steps:

Results identification: in addition to the KERs identified at the proposal preparation stage, further KERs may be identified over the course of the project, in which case the consortium will update the Dissemination, communication and exploitation (D&C&E) plan and develop specific exploitation roadmap for each of such KERs.
KER roadmap development: a common consortium exploitation strategy will comprise the preparation of a detailed implementation roadmap during and after the end of the project, including the use by the project partners and the use by third parties, for each of the identified KERs. The roadmaps will be revised during the course of the project, as necessary.
Individual partners' plans: the updated version of the D&C&E plan will comprise a dedicated section in which the exploitation strategies pertaining to individual project partners will be elaborated, building on the main exploitation plan developed for the whole project and with the aim to clearly define and present the role of each project partner in the planned exploitation activities.
The exploitation roadmaps for each KER are focused on the identification and analysis of the following items:

- Expected use (exploitation action type)

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- Target users (direct and indirect users, customers, stakeholders, including the pilot users)
- Level of interest of potential users (including market demand, if applicable – to be added in the extended version of the D&C&E plan)
- Competitors (if applicable)
- Added value (compared to existing solutions)
- Partners involved in result generation (beneficiaries and affiliated entities)
- Partners involved in result exploitation (beneficiaries, affiliated and associated entities, third parties)
- Resources (required for exploitation action implementation)
- Barriers to exploitation (market-related, regulatory, policy-associated, and other)
- Barrier mitigation strategies (envisaged actions to remove the barriers to successful exploitation)
- Exploitation route (planned models, measures and channels to maximise the exploitation potential)
- Expected impact (including the contribution to EU policy priorities)
- Current maturity level (technology readiness level (TRL) to be regularly updated, if applicable)
- Foreseen IPR protection and management strategies
- Exploitation timeline (tentative timeline of planned activities)

Since the project includes specific R&I pilots with a high potential for translation into economy, the exploitation planning (for KER2 and KER4) is complementary to the business-oriented activities foreseen within WP5 (Pre-planning for pilots and demonstrators).

8.3 Initial overview of exploitation strategies for project KERs

This section outlines the first version of the exploitation strategies for each of the KERs identified at the project proposal preparation stage. A more detailed implementation roadmap for each of the KERs during and after the end of the project will be prepared as a part of the updated D&E&C plan.

KER1	**Joint cross-border R&I strategy**
KER type	New knowledge, methods and tools
Expected use	Good transferable practices & standardisation in strategy development **(Policy use)**
Target users	Ecosystem actors across the Quadruple Helix: Policy makers Academic institutions, scientific communities

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	Business entities NGOs and other civil society representatives Innovation intermediaries Place-based innovation ecosystems in Widening countries and beyond
Competitors	Not applicable
Added value	The first joint cross-border R&I strategy of maritime innovation ecosystems of Western Slovenia and Adriatic Croatia Systematic approach to strengthening collaborative links between R&I organisations, businesses, policy makers and societal actors on complementary R&I activities within and between the two place-based maritime ecosystems New knowledge on key actors, processes, activities and relationships, including innovation collaborations, within and between the ecosystems New knowledge on enablers and inhibitors of place-based ecosystem innovative performance contributing to shaping and supporting the implementation of new national and regional policy initiatives affecting innovation ecosystems and maritime industries New methods, tools and recommendations for strategic planning of place-based ecosystem development
Partners involved in result generation	All
Partners involved in result exploitation	PRIGODA BSC UL UNIRI
Resources	Innovation policy experts, practitioners and researchers
Barriers to exploitation	Policy-associated: the success in achieving synergies and sustainability of project results is highly dependent on the programming processes in the political systems of the involved ecosystems and it is likely that synchronisation will not always be possible User behaviour-related: building innovation culture and developing a truly collaborative approach in innovation, is a very lengthy and challenging process, which requires the commitment of different actors and a coordinated approach that goes beyond individual projects
Barrier mitigation strategies	Seek synergies with other initiatives for strengthening the innovation ecosystems Focus on sustainability through a proactive approach of the INNO2MARE Innovation Council, the activities of which will be long-term planned, through the integration into the existing ecosystems' structures
Exploitation route	Direct dissemination among colleagues within different organisations and to relevant policy authorities via online events and meetings Policy & training workshops Scientific publications and communities Use in events and capacity programmes Institutional social media, websites and newsletters

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Expected impact	Greater understanding of the ecosystems' R&I potential and contribution to their excellence, governance, sustainability and resilience Transfer of a series of good practices to other place-based innovation ecosystems in Widening countries and beyond (integration into new policies) Enhanced level of connections and coordination between ecosystem actors Contribution to EU, national and regional policy framework, with particular reference to digital, circular economy and Industry 4.0 priorities within national smart specialisation strategies applicable to the two ecosystems Increased science and innovation capacities of all actors in widening countries
Current maturity level	Not applicable
Foreseen IPR protection and management strategies	Copyright Know-how No formal IPR protection needed
Exploitation timeline	During the project: M18-M48 After the project end: at least 5 years

KER2.1	**Data, algorithms, initial prototypes, concepts and models generated within the three R&I pilot projects (pilot project 1)**
KER type	New knowledge, methods and tools Innovative solutions
Expected use	Digitalisation of training in the maritime industries **(Commercial use)** Test beds or models for the collaborative R&I actions of the ecosystems' actors **(Policy use)**
Target users	R&I actors developing VR products for maritime safety training Seafarers Public and private organisations offering maritime education and training (MET) Vessel manufacturers and owners Shippers Policy makers, academic institutions, industry
Competitors	Companies worldwide offering maritime safety education with AR/VR solutions
Added value	Upgraded virtual reality (VR) model of a ship engine room (ER) that addresses the limitations of existing extended reality (XR) models by coupling XR and computational fluid dynamics (CFD) New models for co-design and joint implementation of maritime R&I projects by ecosystem actors supporting strategy & investment plan building for the INNO2MARE consortium and other place-based innovation ecosystems
Partners involved in	PFRI ISKRA DIGITEH MS Tech

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result generation	MCoE HZS
Partners involved in result exploitation	PFRI ISKRA DIGITEH MS Tech MCoE HZS
Resources	Technology and business development experts Testing and demonstration infrastructure and equipment Financial resources for promoting acceptance by consumers and other partners in a value chain and commercialisation activities
Barriers to exploitation	Targeted markets-related: the development and adoption of new technologies by the end-users is associated with considerable uncertainties, risks and high costs; there is a potential for mismatch between market needs and the solution; traditional value chains that are less keen to innovate Inadequate financing of further development towards a new product/service Skills shortages Incompatibility between parts of systems (lack of standards) as a prerequisite for solution integration
Barrier mitigation strategies	Simultaneously consider both the technological and market aspects in pre-planning demonstrators by seeking active contributions of all actors in the value chain (including early user involvement) and adapt these in the case of changing circumstances (related to KER4) Deploy a diversified strategy in the R&I investments planning Benefit from the INNO2MARE talent attraction and retention activities, including the Career Connector Platform
Exploitation route	Demonstration in an operational environment Further development and commercialisation directly by consortium members (academic and non-academic, where licensing agreements will be offered primarily to the industrial licensees that are project partners, granting them the rights to develop, manufacture and market the resulting products and services, such as maritime education and training (MET) of students, experienced seafarers; various studies of human behaviour that can, using VR, be conducted in a safe manner; remote training of vessel crew) Technology licensing to third parties Joint academia-industry publications Input (practical evidence) for new policy development for placed-based innovation ecosystems will be presented to relevant authorities via online events and meetings
Expected impact	Advanced maritime education and training through innovative products and services New knowledge related to crew and ships' security Enhanced security & safety on vessels concerning fire evacuation in a ship engine room Contribution to increasing the popularity of maritime industry jobs given the popularity of VR computer games and affordability of wearable VR headsets Contribution to digital transformation of the maritime industries

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	Contribution to EU, national and regional policy framework, with particular reference to digital, circular economy and Industry 4.0 priorities within national smart specialisation strategies applicable to the two ecosystems Enhanced level of connections and coordination between ecosystem actors - facilitated collaboration on interdisciplinary, applied R&I Facilitated realisation of complementarities between basic and applied research Expanded pool of R&I results with commercial potential - prototypes and roadmaps for technological and commercial development via knowledge transfer Increased science and innovation capacities of all actors in widening countries Strengthened ecosystems' innovation potential and outreach at international scale
Current maturity level	TRL2-3
Foreseen IPR protection and management strategies	Potential patent protection application (virtual reality simulation system of ship engine room), with the geographical coverage in all major global markets (where possible) Copyright (VR software) Trademarks Know-how, trade secrets, confidential information Joint ownership agreements will be signed between individual partners to regulate the commercialization of resulting inventions in accordance with the relative contribution of each partner Freedom to operate regarding background owned by consortium members and third parties will be clarified in the project implementation phase, along with patent landscape, publications and market analyses
Exploitation timeline	Expected development from TRL3 (prototyping) to TRL6 (functional prototypes, validated in laboratory conditions and demonstrated in relevant environment through optimisation of a ship engine room for increased fire safety and optimised evacuation pathways) by the end of the project (M48) Improved, functional and tested ER fire evacuation VR simulator will be further demonstrated in an operational environment with the active involvement of potential customers and target users - industry, experienced seafarers and students (up to 2 years after the project completion), towards full system completion and qualification at TRL8 and prepared for commercialisation, including the possible additional applications - different spaces on a ship – decks, passenger and crew rooms or cargo space (up to 4 years after the project completion)

KER2.2	**Data, algorithms, initial prototypes, concepts and models generated within the three R&I pilot projects (pilot project 2)**
KER type	New knowledge, methods and tools Innovative solutions
Expected use	Efficient energy storage and use & power management **(Commercial use)** Test beds or models for the collaborative R&I actions of the ecosystems' actors **(Policy use)**
Target users	R&I actors developing green energy conversion and management systems Ports, marinas Manufacturers and logistics companies in maritime industries

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	Policy makers, academic institutions, industry
Competitors	Companies worldwide offering digital solutions for maritime applications
Added value	New green energy conversion and management systems (e.g., hybrid photovoltaic hydrogen-battery power system) supported by AI-based digital twins with smart modelling, simulation and optimisation for a range of maritime applications New models for co-design and joint implementation of maritime R&I projects by ecosystem actors supporting strategy & investment plan building for the INNO2MARE consortium and other place-based innovation ecosystems
Partners involved in result generation	UL ISKRA DIGITEH UNIRI MS Tech MCoE UANTWERPEN
Partners involved in result exploitation	UL ISKRA DIGITEH UNIRI MS Tech MCoE UANTWERPEN
Resources	Technology and business development experts Testing and demonstration infrastructure and equipment - sensors, visualisation components, telecommunication equipment and IoT equipment for implementing the digital twin used as an innovative virtual platform for efficient energy conversion and management for hybrid hydrogen-battery systems Financial resources for promoting acceptance by consumers and other partners in a value chain and commercialisation activities
Barriers to exploitation	Targeted markets-related: the development and adoption of new technologies by the end-users is associated with considerable uncertainties, risks and high costs; there is a potential for mismatch between market needs and the solution; traditional value chains that are less keen to innovate Inadequate financing of further development towards a new product/service Skills shortages Incompatibility between parts of systems (lack of standards) as a prerequisite for solution integration
Barrier mitigation strategies	Simultaneously consider both the technological and market aspects in pre-planning demonstrators by seeking active contributions of all actors in the value chain (including early user involvement) and adapt these in the case of changing circumstances (related to KER4) Deploy a diversified strategy in the R&I investments planning Benefit from the INNO2MARE talent attraction and retention activities, including the Career Connector Platform
Exploitation route	Demonstration in an operational environment Further development and commercialisation directly by consortium members (academic and non-academic, where licensing agreements will be offered primarily to the industrial licensees that are project partners, granting them the rights to develop, manufacture and market the resulting products and services)

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	Technology licensing to third parties (different maritime applications) Joint academia-industry publications Input (practical evidence) for new policy development for placed-based innovation ecosystems will be presented to relevant authorities via online events and meetings
Expected impact	Increased efficiency of the maritime logistics and ship manufacturing value chains through innovative products and services New knowledge on digital twins of hybrid hydrogen systems supported by AI for sustainable and efficient energy conversion and management for distributed networks Contribution to digital and green transformation of the maritime industries, with hydrogen source solutions with the focus on energy storage and energy conversion management technology for electrical distributed networks; improvement on environment footprint by new hybrid hydrogen-battery technologies and solutions and digital technologies by developing the digital twin with integrated control and decision algorithms Contribution to EU, national and regional policy framework, with particular reference to digital, circular economy and Industry 4.0 priorities within national smart specialisation strategies applicable to the two ecosystems Enhanced level of connections and coordination between ecosystem actors - facilitated collaboration on interdisciplinary, applied R&I Facilitated realisation of complementarities between basic and applied research Expanded pool of R&I results with commercial potential - prototypes and roadmaps for technological and commercial development via knowledge transfer Increased science and innovation capacities of all actors in widening countries Strengthened ecosystems' innovation potential and outreach at international scale
Current maturity level	TRL3-4
Foreseen IPR protection and management strategies	Potential patent protection application (integrated efficient energy storage, use, control and management technologies), with the geographical coverage in all major global markets (where possible) Copyright (software - simulation model for a green energy solution by implementing various types of energy sources (hydrogen, photovoltaic, cogeneration, etc.) as a new generation of power management system supported by AI-based modules integrated in digital twins used for real-time simulation and optimisation of the processes for marine and electrical industry applications) Trademarks Know-how, trade secrets, confidential information (AI-based algorithms for multicriteria energy levelling optimization; digital model with integrated algorithms; digital twin) Joint ownership agreements will be signed between individual partners to regulate the commercialization of resulting inventions in accordance with the relative contribution of each partner Freedom to operate regarding background owned by consortium members and third parties will be clarified in the project implementation phase, along with patent landscape, publications and market analyses
Exploitation timeline	Expected development from TRL3 (prototyping) to TRL7 (functional prototypes of digital twins, tested and validated through different maritime scenarios with

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	realistic input data in laboratory conditions and demonstrated in relevant environment) by the end of the project (M48) Further demonstrations in an operational environment (different maritime applications, such as in ports) with the active involvement of potential customers and target users (up to 2 years after the project completion), towards full system completion and qualification at TRL8 and prepared for commercialisation (up to 4 years after the project completion)

KER2.3	**Data, algorithms, initial prototypes, concepts and models generated within the three R&I pilot projects (pilot project 3)**
KER type	New knowledge, methods and tools Innovative solutions
Expected use	Use of intelligent decision support systems in autonomous navigation **(Commercial use)** Test beds or models for the collaborative R&I actions of the ecosystems' actors **(Policy use)**
Target users	R&I actors developing autonomous vessels Vessel manufacturers and owners Shippers Policy makers, academic institutions, industry
Competitors	Companies worldwide offering digital solutions for autonomous navigation
Added value	New smart solutions for automatic detection of obstacles and state of the sea in autonomous navigation using sensor networks and machine learning (ML)-based data analyses New models for co-design and joint implementation of maritime R&I projects by ecosystem actors supporting strategy & investment plan building for the INNO2MARE consortium and other place-based innovation ecosystems
Partners involved in result generation	RITEH ISKRA MS Tech MCoE UANTWERPEN
Partners involved in result exploitation	RITEH ISKRA MS Tech MCoE UANTWERPEN
Resources	Technology and business development experts Testing and demonstration infrastructure and equipment Financial resources for promoting acceptance by consumers and other partners in a value chain and commercialisation activities
Barriers to exploitation	Targeted markets-related: the development and adoption of new technologies by the end-users is associated with considerable uncertainties, risks and high costs; there is a potential for mismatch between market needs and the solution; traditional value chains that are less keen to innovate

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	Inadequate financing of further development towards a new product/service Skills shortages Incompatibility between parts of systems (lack of standards) as a prerequisite for solution integration Regulatory aspects-related: there are many uncertainties and regulatory challenges related to autonomous ships - these will have to be carefully examined in the process of strategic planning of R&I investments in the two ecosystems
Barrier mitigation strategies	Simultaneously consider both the technological and market aspects in pre-planning demonstrators by seeking active contributions of all actors in the value chain (including early user involvement) and adapt these in the case of changing circumstances (related to KER4) Deploy a diversified strategy in the R&I investments planning Benefit from the INNO2MARE talent attraction and retention activities, including the Career Connector Platform
Exploitation route	Demonstration in an operational environment Further development and commercialisation directly by consortium members (academic and non-academic, where licensing agreements will be offered primarily to the industrial licensees that are project partners, granting them the rights to develop, manufacture and market the resulting products and services) Technology licensing to third parties Joint academia-industry publications Input (practical evidence) for new policy development for placed-based innovation ecosystems will be presented to relevant authorities via online events and meetings
Expected impact	Contribution to safety (reduction of shipping fatalities) in marine traffic, lower crew and fuel costs and reduction of GHG (greenhouse gases) from ships New knowledge on decision support systems in autonomous navigation Contribution to digital and green transformation of the maritime industries Contribution to EU, national and regional policy framework, with particular reference to digital, circular economy and Industry 4.0 priorities within national smart specialisation strategies applicable to the two ecosystems Enhanced level of connections and coordination between ecosystem actors - facilitated collaboration on interdisciplinary, applied R&I Facilitated realisation of complementarities between basic and applied research Expanded pool of R&I results with commercial potential - prototypes and roadmaps for technological and commercial development via knowledge transfer Increased science and innovation capacities of all actors in widening countries Strengthened ecosystems' innovation potential and outreach at international scale
Current maturity level	TRL2-3
Foreseen IPR protection and management strategies	Potential patent protection application (integrated decision support systems composed of sensors and software), with the geographical coverage in all major global markets (where possible) Copyright (AI models for sea state detection and detection of small or dim objects and obstacles on the sea surface; software models capable of "handling" autonomous ships and their interferences, both in calm water and in real environment) Trademarks, Know-how, trade secrets, confidential information (sea state detection and object detection datasets of real-world data for training the ML/DL models;

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	collision avoidance and active local path planning methodology; Computer Vision (CV) models, control layer model capable of coping with unpredictable events) Joint ownership agreements will be signed between individual partners to regulate the commercialization of resulting inventions in accordance with the relative contribution of each partner Freedom to operate regarding background owned by consortium members and third parties will be clarified in the project implementation phase, along with patent landscape, publications and market analyses
Exploitation timeline	Expected development from TRL3 (prototyping) to TRL7 (functional prototype of a decision support system for automatic detection of obstacles in autonomous navigation tested through simulations and validated in laboratory conditions and demonstrated in relevant environment) by the end of the project (M48) Further demonstrations in an operational environment (vessels) with the active involvement of potential customers and target users (up to 2 years after the project completion), towards full system completion and qualification at TRL8 and prepared for commercialisation (up to 4 years after the project completion)

KER3	**Joint R&I action and investment plan**
KER type	New knowledge, methods and tools
Expected use	Good transferable practices & monitoring standardisation in action plan development **(Policy use)**
Target users	Ecosystem actors across the Quadruple Helix: Policy makers Academic institutions, scientific communities Business entities NGOs and other civil society representatives Innovation intermediaries Place-based innovation ecosystems in Widening countries and beyond
Competitors	Not applicable
Added value	The first joint cross-border action & investment plan of maritime innovation ecosystems of Western Slovenia and Adriatic Croatia as a route for the ecosystems' sustainable development through mobilisation of public and private funding sources in a systematic and synergistic manner Integrated policy and strategic planning approach in building R&I capacities and cross-border collaboration of ecosystem actors in the R&I processes Systematic approach to strengthening collaborative links between R&I organisations, businesses, policy makers and societal actors on complementary R&I activities within and between the two place-based maritime ecosystems New monitoring and evaluation methodology, tools and quantitative & qualitative indicators for the ecosystems' innovative performance assessment, also to be used in other policy-oriented and research activities and projects New methods and tools for strategic planning of place-based ecosystem development through detailed implementation steps, with scalability and sustainability recommendations
Partners involved in	All

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result generation	
Partners involved in result exploitation	BSC UNIRI UL PRIGODA
Resources	Innovation policy experts, practitioners and researchers
Barriers to exploitation	Policy-associated: the success in achieving synergies and sustainability of project results is highly dependent on the programming processes in the political systems of the involved ecosystems and it is likely that synchronisation will not always be possible User behaviour-related: building innovation culture and developing a truly collaborative approach in innovation, is a very lengthy and challenging process, which requires the commitment of different actors and a coordinated approach that goes beyond individual projects
Barrier mitigation strategies	Deploy a diversified strategy in the R&I investments planning Seek synergies with other initiatives for strengthening the innovation ecosystems Focus on sustainability through a proactive approach of the INNO2MARE Innovation Council, the activities of which will be long-term planned, through the integration into the existing ecosystems' structures
Exploitation route	Direct dissemination among colleagues within different organisations and to relevant policy authorities via online events and meetings Policy & training workshops and case studies Scientific publications and communities Use in events and capacity programmes Institutional social media, websites and newsletters
Expected impact	Transfer of a series of good practices to other place-based innovation ecosystems in Widening countries and beyond Sustainable, more efficient, coordinated and diversified allocation of mobilised public and private investments into the ecosystems' R&I infrastructure, the realisation of innovative projects as well as innovation support services Exploitation of synergies between national R&I systems, regional smart specialisation strategies and the EU research landscape, with particular reference to digital, circular economy and Industry 4.0 priorities Enhanced level of connections and coordination between ecosystem actors New partnerships with other projects, programmes and initiatives; new grants and applications to EU, ERDF and regional funds and programmes Increased science and innovation capacities of all actors in widening countries Accelerated uptake of innovative technologies supporting the maritime green and digital transition, for the benefit of the ecosystems' economy and society
Current maturity level	Not applicable
Foreseen IPR protection and management strategies	Copyright Know-how No formal IPR protection needed
Exploitation timeline	During the project: M30-M48 After the project end: at least 5 years

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KER4	Roadmaps, feasibility studies
KER type	New knowledge, methods and tools
Expected use	Good transferable practices will facilitate roadmaps development for specific R&I projects **(Policy use)**
Target users	Ecosystem actors across the Quadruple Helix: Policy makers Academic institutions, scientific communities Business entities NGOs and other civil society representatives Innovation intermediaries Place-based innovation ecosystems in Widening countries and beyond
Competitors	Not applicable
Added value	New approaches to boost testing, validation, demonstration and deployment of technologies developed in academic institutions by the industrial entities, including valorisation, knowledge and technology transfer activities, feasibility studies (economic, social and regulatory aspects; investment readiness and risk assessment) and technology & commercialisation roadmaps, with the planning of investments in R&I infrastructure, such as pilot plants and demonstrators, based on the case of three R&I pilot projects New approaches for a faster uptake of innovative technologies in the two ecosystems based on different models for managing the complexity of dual ecosystems with divergent actors and interests in the development of pilots and demonstrators
Partners involved in result generation	UL ISKRA DIGITEH BSC UNIRI PFRI RITEH STEPRI MS Tech MCoE UANTWERPEN HZS
Partners involved in result exploitation	UL ISKRA DIGITEH BSC UNIRI PFRI RITEH STEPRI MS Tech MCoE UANTWERPEN

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	HZS
Resources	Innovation experts, practitioners and researchers
Barriers to exploitation	Policy-associated: the success in achieving synergies and sustainability of project results is highly dependent on the programming processes in the political systems of the involved ecosystems and it is likely that synchronisation will not always be possible User behaviour-related: building innovation culture and developing a truly collaborative approach in innovation, is a very lengthy and challenging process, which requires the commitment of different actors and a coordinated approach that goes beyond individual projects
Barrier mitigation strategies	Seek synergies with other initiatives for strengthening the innovation ecosystems Deploy a diversified strategy in the R&I investments planning
Exploitation route	Direct dissemination among colleagues within different organisations and to relevant policy authorities via online events and meetings Policy & training workshops and case studies Scientific publications and communities Use in events and capacity programmes Institutional social media, websites and newsletters
Expected impact	Transfer of a series of good practices as models for the future collaborative R&I projects among the ecosystems' actors and to other place-based innovation ecosystems in Widening countries and beyond Sustainable, more efficient, coordinated and diversified allocation of mobilised public and private investments into innovative projects Exploitation of synergies between national R&I systems, regional smart specialisation strategies and the EU research landscape, with particular reference to digital, circular economy and Industry 4.0 priorities Enhanced level of connections and coordination between ecosystem actors New partnerships with other projects, programmes and initiatives; new grants and applications to EU, ERDF and regional funds and programmes Increased science and innovation capacities of all actors in widening countries Improved skills for identifying and matching business needs and expertise of R&I actors Accelerated uptake of innovative technologies for safer, cleaner and more efficient maritime vehicles, transport and logistics, supporting the maritime green and digital transition, for the benefit of the ecosystems' economy and society
Current maturity level	Not applicable
Foreseen IPR protection and management strategies	Copyright Know-how
Exploitation timeline	After the project end: at least 5 years

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KER5	Transferable good practice on civic engagement, knowledge transfer, training and talent attraction
KER type	New knowledge, methods and tools
Expected use	High-quality methodologies for scaling-up and future replication (e.g. in other projects) **(Societal use)**
Target users	Ecosystem actors across the Quadruple Helix: Academic institutions, scientific communities Business entities Innovation intermediaries NGOs and other civil society representatives Citizens Policy makers Place-based innovation ecosystems in Widening countries and beyond
Competitors	Not applicable
Added value	New tools to foster mutual collaboration and experimentation of ecosystems' actors Innovative training programmes to strengthen entrepreneurial and leadership skills New approaches for attracting and retaining talents in the place-based innovation ecosystems, including the INNO2MARE Career Connector platform for employers and job seekers
Partners involved in result generation	All
Partners involved in result exploitation	UL UNIRI UAntwerpen HZS STEP RI ZOTKS CTK Rijeka MCoE
Resources	Innovation and knowledge transfer experts, practitioners and researchers
Barriers to exploitation	User behaviour-related: building innovation culture and developing a truly collaborative approach in innovation, is a very lengthy and challenging process, which requires the commitment of different actors and a coordinated approach that goes beyond individual projects
Barrier mitigation strategies	Seek synergies with other initiatives for strengthening the innovation ecosystems Focus on sustainability through a proactive approach of the INNO2MARE Innovation Council, the activities of which will be long-term planned, through the integration into the existing ecosystems' structures
Exploitation route	Direct dissemination to target groups Workshops, talks and presentations Scientific publications and communities Use in events and capacity programmes Institutional social media, websites and newsletters Networks

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Expected impact	Transfer of a series of good practices to other place-based innovation ecosystems in Widening countries and beyond Contribution to creation of a truly collaborative culture between the ecosystems' actors in innovation creation, adoption and diffusion - enhanced level of connections and coordination between ecosystem actors Increased competency level of human resources in the two ecosystems and beyond (demand-driven research, knowledge transfer, co-creation, business, leadership) Innovative practices within ecosystems' organisations introduced by their leaders Increased science and innovation capacities of all actors in widening countries Poles of attraction for talents in catching up regions and countries Accelerated uptake of innovative technologies supporting the maritime green and digital transition, for the benefit of the ecosystems' economy and society Integration of existing ecosystem actors into maritime value-adding chains Internationalisation of SMEs and other ecosystem actors from the concerned territories
Current maturity level	Not applicable
Foreseen IPR protection and management strategies	Copyright Know-how No formal IPR protection needed
Exploitation timeline	After the project end: continuously, with periodic (annual) monitoring of executed activities, events and achievements.

9 KEY PERFORMANCE INDICATORS

The main KPIs for the communication and dissemination activities within the INNO2MARE project are presented in the table below:

Table 2: INNO2MARE dissemination and communication (D&C) measures during the project.

TOOLS	TARGET GROUP	PERFORMANCE INDICATOR
Objectives: Inform about the project, its activities, results and benefits to society; increase the project understanding and visibility		
Project branding, logo and templates design	All	Branding package (1)
Project website	All	# visits to project website (>5000)
Project social network sites	All	# posts (150) # followers / reactions (1000)

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(e.g., LinkedIn, Facebook, Twitter)		
Press releases	All	# releases (4) # media appearances (30)
E-newsletters	All	# newsletters (8)
E-brochure	All	# brochures (3)
E-factsheet	All	# factsheets (2)
Roll-ups, posters and video material for conferences and training events	All	# promotional materials (20)
Organisation of public sessions during annual consortium meetings	All	# events (4) # participants (200)
INNO2MARE Recognition; INNO2MARE Young Innovation Leader Recognition	All	# award ceremonies (4)
Participation in R&I popularisation events (e.g., Researchers' Night, Science Festival)	All	# participations (8)
Organisation of Meetups & Innovation breakfasts	Ecosystem actors	# events (8)
Objectives: Transfer knowledge & results; make the results available for use, maximising the impact		
Presentations at scientific & tech conferences, journal articles	R&I community (academia and industry)	# presentations (15) # articles (6)
Presentations at policy conferences	Policy makers	# presentations (5)
Organisation of online events & meetings for transfer of best practices	Ecosystems' actors	# meetings and events (15)
Career Connector platform	R&I actors, students, job seekers	# profiles (150)

10 ROLES AND RESPONSIBILITIES OF PARTNERS

UL will be the partner responsible for the overall organisation, coordination and monitoring of the activities planned within the DECP.

All PPs will participate actively in the implementation of dissemination, exploitation and communication actions and will contribute for the completion of the tasks set in the plan. PPs shall provide aid within their capabilities and according to the project specific needs.

1. **Tasks, dedicated to PARTICULAR partners**

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- UL will be responsible to promote the project activities in the website according to the KPIs from CA, Attachment 4. All other partners will help publish the link pointing to INNO2MARE website to extend promotion capabilities and to increase the number of visits, follows and posts.
- UL will elaborate a comprehensive branding identity for the INNO2MARE project. The initial design of the INNO2MARE logo is provided by UL and discuss with all partners. Also, other partners suggest logos, which are evaluated and the logo with the most votes is selected. UL will also be responsible for designing and producing all INNO2MARE dissemination materials (some of the materials will be designed by UL, some of the UNIRI according to the capabilities of both teams), the drafts that will be discussed with all partners and improved if necessary (graphics, banners, leaflets, brochures, badges, posters, etc.) which will be used for various project initiatives. This also includes materials for the online promotion of project activities (social media banners, GIFs, etc.). UL will develop and manage a referencing and Link Exchange Strategy in order to register the INNO2MARE project material on the major sectorial search engines and directories. In addition, UL will create initial content for the INNO2MARE website and will also be responsible for the long-term sustainability of the website. Other partners suggest the content, provide ideas for improvement from end user point of view.
- UL and UNIRI will be responsible for the elaboration of press releases, newsletters, e-brochures and e-factsheets. The press release as well as the other materials will be designed together with UNIRI and will be sent to all partners for publication at local medias and websites.
- UL and UNIRI will be responsible for designing the posters, and video materials that will be distributed among partners for promotion (CA Attachment 4).
- UL and UNIRI are responsible to organize 2 public sessions and award ceremonies, UL two and UNIRI two as planed in the CA Attachment 4.

2. Tasks, dedicated to All partners

- All PPs will make the necessary contributions to reach the target values for all dissemination KPIs in accordance with the allocations provided further in this chapter of the CDP.
- In addition, each PP must appoint a communication expert that will be the main contact person for organizing and conducting dissemination activities. A data sheet (Annex X) containing contact information regarding communication experts should be filled by all PPs and uploaded to the INNO2MARE Microsoft Teams platform.
- In addition, each PP (if technically applicable) will create and maintain a INNO2MARE subpage on their organisation's website for uploading up-to-date content regarding the project.
- PPs must provide inputs for the compilation of the Stakeholders database / Target Groups mapping initially within the timeline as set in the action plan and after, on a constant basis throughout the project lifetime.
- PPs shall actively distribute via their social media channels and via their dedicated INNO2MARE subpage all communication materials produced for disseminated following the instructions of the UL communication manager.
- PPs must report the results from dissemination, exploitation and communication activities they have conducted every three months (starting from M6) using the provided reporting template

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(Annex IX, Dissemination activities). All initiatives within them should be described as thoroughly as possible.

In addition, final and official versions of dissemination, exploitation and communication documents, templates, and instructions for their elaboration will be considered only those that are provided by UL. All content must be reviewed by PC and all WP7 tasks leaders prior to be used in promotion initiatives, regardless of the author of the materials. Additionally, the promotional material and the content written or translated into the national languages should be review by native speaking partners (two to three reviewers).

3. Internal Communication and Coordination

In order to maintain the regular flow and high efficiency of communication and dissemination activities a set of rules for internal communication and coordination is to be established.

All communication and coordination between PPs regarding dissemination, exploitation and communication activities will be conducted in the WP7 dedicated folder in the INNO2MARE Microsoft Teams platform. The draft version of various documents will be uploaded on the platform for review and amendments. All final versions will be uploaded. E-mails will be used only as a supplementary communication channel.

Partner meetings dedicated to dissemination, exploitation and communication activities and including the participation of all communication experts will be organised once per month joint together with PMB meetings or after the PMB meeting or ad hoc whenever the need for such occurs. Responsible for organizing the meetings is UL.

Below are provided the dissemination, communication and dissemination KPIs for which each PP shall be responsible (according to the agreement from CA).

Table 3: Dissemination and communication KPIs for UL.

BASIC KEY PERFORMANCE INDICATOR	**Value**
Project website number of visits, project duration M1 – M48 (promotion of INNO2MARE project, project link promoted at partners website)	>5000
Project social networks number of posts, project duration M1 – M48 (e.g., LinkedIn, Facebook, Twitter)	150
Project social networks number of followers /reactions, project duration M1 – M48 *(e.g., LinkedIn, Facebook, Twitter)*	1000
Number of media appearances *(publication of press release at partners medias)*	7
Number of e-newsletters *(designed and created by partners)*	4
Number of e-brochures (designed and created by partners)	1
Number of e-factsheets (designed and created by partners)	1

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Number of promotional materials promoted (designed and created by partners, Roll-ups, posters and video material for conferences and training events)	3
Organisation of public sessions during annual consortium meetings (overall 200 participants, at least 50 per meeting), M12 and M36	2
Organisation of award ceremonies, M12 and M36	2
Participation in R&I popularisation events (e.g., Researchers' Night, Science Festival), project duration M1 – M48	2
Organisation of Meetups & Innovation breakfasts, M6, M24, M42	3
Presentations at scientific & tech conferences, M12 – M48	2
Publication of articles in journals (numbre of articles, frist author), M12 – M48	1
Presentations at policy conferences (numbre of presentations), M12 – M48	2
Organisation of online events & meetings for transfer of best practices, M12 – M48	5
Number of profiles at Career Connector platform (R&I actors, students, job seekers), project duration M1 – M48	10

Table 4: Dissemination and communication KPIs for ISKRA.

BASIC KEY PERFORMANCE INDICATOR	**Value**
Project website number of visits, project duration M1 – M48 (promotion of INNO2MARE project, project link promoted at partners website)	
Project social networks number of posts, project duration M1 – M48 (e.g., LinkedIn, Facebook, Twitter)	
Project social networks number of followers /reactions, project duration M1 – M48 *(e.g., LinkedIn, Facebook, Twitter)*	
Number of media appearances *(publication of press release at partners medias)*	2
Number of e-newsletters *(designed and created by partners)*	
Number of e-brochures (designed and created by partners)	
Number of e-factsheets (designed and created by partners)	
Number of promotional materials promoted (designed and created by partners, Roll-ups, posters and video material for conferences and training events)	2
Organisation of public sessions during annual consortium meetings (overall 200 participants, at least 50 per meeting), M12 and M36	
Organisation of award ceremonies , M12 and M36	

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Participation in R&I popularisation events (e.g., Researchers' Night, Science Festival), project duration M1 – M48	
Organisation of Meetups & Innovation breakfasts, M6, M24, M42	
Presentations at scientific & tech conferences, M12 – M48	2
Publication of articles in journals (numbre of articles, frist author), M12 – M48	1
Presentations at policy conferences (numbre of presentations), M12 – M48	
Organisation of online events & meetings for transfer of best practices, M12 – M48	
Number of profiles at Career Connector platform (R&I actors, students, job seekers), project duration M1 – M48	20

Table 5: Dissemination and communication KPIs for DIGITEH.

BASIC KEY PERFORMANCE INDICATOR	**Value**
Project website number of visits, project duration M1 – M48 (promotion of INNO2MARE project, project link promoted at partners website)	
Project social networks number of posts, project duration M1 – M48 (e.g., LinkedIn, Facebook, Twitter)	
Project social networks number of followers /reactions, project duration M1 – M48 *(e.g., LinkedIn, Facebook, Twitter)*	
Number of media appearances *(publication of press release at partners medias)*	1
Number of e-newsletters *(designed and created by partners)*	
Number of e-brochures (designed and created by partners)	
Number of e-factsheets (designed and created by partners)	
Number of promotional materials promoted (designed and created by partners, Roll-ups, posters and video material for conferences and training events)	1
Organisation of public sessions during annual consortium meetings (overall 200 participants, at least 50 per meeting), M12 and M36	
Organisation of award ceremonies , M12 and M36	
Participation in R&I popularisation events (e.g., Researchers' Night, Science Festival), project duration M1 – M48	
Organisation of Meetups & Innovation breakfasts, M6, M24, M42	
Presentations at scientific & tech conferences, M12 – M48	1
Publication of articles in journals (numbre of articles, frist author), M12 – M48	1

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Presentations at policy conferences (numbre of presentations), M12 – M48	
Organisation of online events & meetings for transfer of best practices, M12 – M48	
Number of profiles at Career Connector platform (R&I actors, students, job seekers), project duration M1 – M48	

Table 6: Dissemination and communication KPIs for BSC.

BASIC KEY PERFORMANCE INDICATOR	**Value**
Project website number of visits, project duration M1 – M48 (promotion of INNO2MARE project, project link promoted at partners website)	
Project social networks number of posts, project duration M1 – M48 (e.g., LinkedIn, Facebook, Twitter)	
Project social networks number of followers /reactions, project duration M1 – M48 *(e.g., LinkedIn, Facebook, Twitter)*	
Number of media appearances *(publication of press release at partners medias)*	2
Number of e-newsletters *(designed and created by partners)*	
Number of e-brochures (designed and created by partners)	
Number of e-factsheets (designed and created by partners)	
Number of promotional materials promoted (designed and created by partners, Roll-ups, posters and video material for conferences and training events)	1
Organisation of public sessions during annual consortium meetings (overall 200 participants, at least 50 per meeting), M12 and M36	
Organisation of award ceremonies , M12 and M36	
Participation in R&I popularisation events (e.g., Researchers' Night, Science Festival), project duration M1 – M48	
Organisation of Meetups & Innovation breakfasts, M6, M24, M42	
Presentations at scientific & tech conferences, M12 – M48	1
Publication of articles in journals (numbre of articles, frist author), M12 – M48	
Presentations at policy conferences (numbre of presentations), M12 – M48	
Organisation of online events & meetings for transfer of best practices, M12 – M48	
Number of profiles at Career Connector platform (R&I actors, students, job seekers), project durationM1 – M48	10

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Table 7: Dissemination and communication KPIs for ZOTKS.

BASIC KEY PERFORMANCE INDICATOR	**Value**
Project website number of visits, project duration M1 – M48 (promotion of INNO2MARE project, project link promoted at partners website)	
Project social networks number of posts, project duration M1 – M48 (e.g., LinkedIn, Facebook, Twitter)	
Project social networks number of followers /reactions, project duration M1 – M48 *(e.g., LinkedIn, Facebook, Twitter)*	
Number of media appearances *(publication of press release at partners medias)*	2
Number of e-newsletters *(designed and created by partners)*	
Number of e-brochures (designed and created by partners)	
Number of e-factsheets (designed and created by partners)	
Number of promotional materials promoted (designed and created by partners, Roll-ups, posters and video material for conferences and training events)	2
Organisation of public sessions during annual consortium meetings (overall 200 participants, at least 50 per meeting), M12 and M36	
Organisation of award ceremonies , M12 and M36	
Participation in R&I popularisation events (e.g., Researchers' Night, Science Festival), project duration M1 – M48	1
Organisation of Meetups & Innovation breakfasts, M6, M24, M42	
Presentations at scientific & tech conferences, M12 – M48	1
Publication of articles in journals (numbre of articles, frist author), M12 – M48	
Presentations at policy conferences (numbre of presentations), M12 – M48	
Organisation of online events & meetings for transfer of best practices, M12 – M48	
Number of profiles at Career Connector platform (R&I actors, students, job seekers), project durationM1 – M48	30

Table 8: Dissemination and communication KPIs for UNIRI.

BASIC KEY PERFORMANCE INDICATOR	**Value**
Project website number of visits, project duration M1 – M48 (promotion of INNO2MARE project, project link promoted at partners website)	
Project social networks number of posts, project duration M1 – M48 (e.g., LinkedIn, Facebook, Twitter)	

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Project social networks number of followers /reactions, project duration M1 – M48 *(e.g., LinkedIn, Facebook, Twitter)*	
Number of media appearances *(publication of press release at partners medias)*	7
Number of e-newsletters *(designed and created by partners)*	4
Number of e-brochures (designed and created by partners)	1
Number of e-factsheets (designed and created by partners)	1
Number of promotional materials promoted (designed and created by partners, Roll-ups, posters and video material for conferences and training events)	3
Organisation of public sessions during annual consortium meetings (overall 200 participants, at least 50 per meeting), M24 and M42	2
Organisation of award ceremonies , M24 and M42	2
Participation in R&I popularisation events (e.g., Researchers' Night, Science Festival), project duration M1 – M48	2
Organisation of Meetups & Innovation breakfasts, M12, M30, M48	3
Presentations at scientific & tech conferences, M12 – M48	3
Publication of articles in journals (numbre of articles, frist author), M12 – M48	2
Presentations at policy conferences (numbre of presentations), M12 – M48	2
Organisation of online events & meetings for transfer of best practices, M12 – M48	5
Number of profiles at Career Connector platform (R&I actors, students, job seekers), project durationM1 – M48	10

Table 9: Dissemination and communication KPIs for STEP RI.

BASIC KEY PERFORMANCE INDICATOR	**Value**
Project website number of visits, project duration M1 – M48 (promotion of INNO2MARE project, project link promoted at partners website)	
Project social networks number of posts, project duration M1 – M48 (e.g., LinkedIn, Facebook, Twitter)	
Project social networks number of followers /reactions, project duration M1 – M48 *(e.g., LinkedIn, Facebook, Twitter)*	
Number of media appearances *(publication of press release at partners medias)*	1
Number of e-newsletters *(designed and created by partners)*	
Number of e-brochures (designed and created by partners)	
Number of e-factsheets (designed and created by partners)	

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Number of promotional materials promoted (designed and created by partners, Roll-ups, posters and video material for conferences and training events)	2
Organisation of public sessions during annual consortium meetings (overall 200 participants, at least 50 per meeting), M12 and M36	
Organisation of award ceremonies , M12 and M36	
Participation in R&I popularisation events (e.g., Researchers' Night, Science Festival), project duration M1 – M48	
Organisation of Meetups & Innovation breakfasts, M6, M24, M42	
Presentations at scientific & tech conferences, M12 – M48	
Publication of articles in journals (numbre of articles, frist author), M12 – M48	
Presentations at policy conferences (numbre of presentations), M12 – M48	
Organisation of online events & meetings for transfer of best practices, M12 – M48	
Number of profiles at Career Connector platform (R&I actors, students, job seekers), project durationM1 – M48	30

Table 10: Dissemination and communication KPIs for MS Tech.

BASIC KEY PERFORMANCE INDICATOR	**Value**
Project website number of visits, project duration M1 – M48 (promotion of INNO2MARE project, project link promoted at partners website)	
Project social networks number of posts, project duration M1 – M48 (e.g., LinkedIn, Facebook, Twitter)	
Project social networks number of followers /reactions, project duration M1 – M48 *(e.g., LinkedIn, Facebook, Twitter)*	
Number of media appearances *(publication of press release at partners medias)*	1
Number of e-newsletters *(designed and created by partners)*	
Number of e-brochures (designed and created by partners)	
Number of e-factsheets (designed and created by partners)	
Number of promotional materials promoted (designed and created by partners, Roll-ups, posters and video material for conferences and training events)	1
Organisation of public sessions during annual consortium meetings (overall 200 participants, at least 50 per meeting), M12 and M36	
Organisation of award ceremonies , M12 and M36	

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Participation in R&I popularisation events (e.g., Researchers' Night, Science Festival), project duration M1 – M48	
Organisation of Meetups & Innovation breakfasts, M6, M24, M42	
Presentations at scientific & tech conferences, M12 – M48	1
Publication of articles in journals (numbre of articles, frist author), M12 – M48	
Presentations at policy conferences (numbre of presentations), M12 – M48	
Organisation of online events & meetings for transfer of best practices, M12 – M48	
Number of profiles at Career Connector platform (R&I actors, students, job seekers), project durationM1 – M48	10

Table 11: Dissemination and communication KPIs for MCoE.

BASIC KEY PERFORMANCE INDICATOR	**Value**
Project website number of visits, project duration M1 – M48 (promotion of INNO2MARE project, project link promoted at partners website)	
Project social networks number of posts, project duration M1 – M48 (e.g., LinkedIn, Facebook, Twitter)	
Project social networks number of followers /reactions, project duration M1 – M48 *(e.g., LinkedIn, Facebook, Twitter)*	
Number of media appearances *(publication of press release at partners medias)*	2
Number of e-newsletters *(designed and created by partners)*	
Number of e-brochures (designed and created by partners)	
Number of e-factsheets (designed and created by partners)	
Number of promotional materials promoted (designed and created by partners, Roll-ups, posters and video material for conferences and training events)	1
Organisation of public sessions during annual consortium meetings (overall 200 participants, at least 50 per meeting), M12 and M36	
Organisation of award ceremonies , M12 and M36	
Participation in R&I popularisation events (e.g., Researchers' Night, Science Festival), project duration M1 – M48	
Organisation of Meetups & Innovation breakfasts, M6, M24, M42	
Presentations at scientific & tech conferences, M12 – M48	1
Publication of articles in journals (numbre of articles, frist author), M12 – M48	1

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Presentations at policy conferences (numbre of presentations), M12 – M48	
Organisation of online events & meetings for transfer of best practices, M12 – M48	
Number of profiles at Career Connector platform (R&I actors, students, job seekers), project durationM1 – M48	10

Table 12: Dissemination and communication KPIs for PRIGODA.

BASIC KEY PERFORMANCE INDICATOR	**Value**
Project website number of visits, project duration M1 – M48 (promotion of INNO2MARE project, project link promoted at partners website)	
Project social networks number of posts, project duration M1 – M48 (e.g., LinkedIn, Facebook, Twitter)	
Project social networks number of followers /reactions, project duration M1 – M48 *(e.g., LinkedIn, Facebook, Twitter)*	
Number of media appearances *(publication of press release at partners medias)*	1
Number of e-newsletters *(designed and created by partners)*	
Number of e-brochures (designed and created by partners)	
Number of e-factsheets (designed and created by partners)	
Number of promotional materials promoted (designed and created by partners, Roll-ups, posters and video material for conferences and training events)	1
Organisation of public sessions during annual consortium meetings (overall 200 participants, at least 50 per meeting), M12 and M36	
Organisation of award ceremonies , M12 and M36	
Participation in R&I popularisation events (e.g., Researchers' Night, Science Festival), project duration M1 – M48	
Organisation of Meetups & Innovation breakfasts, M6, M24, M42	
Presentations at scientific & tech conferences, M12 – M48	1
Publication of articles in journals (numbre of articles, frist author), M12 – M48	
Presentations at policy conferences (numbre of presentations), M12 – M48	
Organisation of online events & meetings for transfer of best practices, M12 – M48	
Number of profiles at Career Connector platform (R&I actors, students, job seekers), project durationM1 – M48	10

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Table 13: Dissemination and communication KPIs for CTK Rijeka.

BASIC KEY PERFORMANCE INDICATOR	**Value**
Project website number of visits, project duration M1 – M48 (promotion of INNO2MARE project, project link promoted at partners website)	
Project social networks number of posts, project duration M1 – M48 (e.g., LinkedIn, Facebook, Twitter)	
Project social networks number of followers /reactions, project duration M1 – M48 *(e.g., LinkedIn, Facebook, Twitter)*	
Number of media appearances *(publication of press release at partners medias)*	2
Number of e-newsletters *(designed and created by partners)*	
Number of e-brochures (designed and created by partners)	
Number of e-factsheets (designed and created by partners)	
Number of promotional materials promoted (designed and created by partners, Roll-ups, posters and video material for conferences and training events)	1
Organisation of public sessions during annual consortium meetings (overall 200 participants, at least 50 per meeting), M12 and M36	
Organisation of award ceremonies , M12 and M36	
Participation in R&I popularisation events (e.g., Researchers' Night, Science Festival), project duration M1 – M48	2
Organisation of Meetups & Innovation breakfasts, M6, M24, M42	
Presentations at scientific & tech conferences, M12 – M48	
Publication of articles in journals (numbre of articles, frist author), M12 – M48	
Presentations at policy conferences (numbre of presentations), M12 – M48	
Organisation of online events & meetings for transfer of best practices, M12 – M48	
Number of profiles at Career Connector platform (R&I actors, students, job seekers), project durationM1 – M48	10

Table 14: Dissemination and communication KPIs for UANTWERPEN.

BASIC KEY PERFORMANCE INDICATOR	**Value**
Project website number of visits, project duration M1 – M48 (promotion of INNO2MARE project, project link promoted at partners website)	
Project social networks number of posts, project duration M1 – M48 (e.g., LinkedIn, Facebook, Twitter)	

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Project social networks number of followers /reactions, project duration M1 – M48 *(e.g., LinkedIn, Facebook, Twitter)*	
Number of media appearances *(publication of press release at partners medias)*	1
Number of e-newsletters *(designed and created by partners)*	
Number of e-brochures (designed and created by partners)	1
Number of e-factsheets (designed and created by partners)	
Number of promotional materials promoted (designed and created by partners, Roll-ups, posters and video material for conferences and training events)	1
Organisation of public sessions during annual consortium meetings (overall 200 participants, at least 50 per meeting), M12 and M36	
Organisation of award ceremonies , M12 and M36	
Participation in R&I popularisation events (e.g., Researchers' Night, Science Festival), project duration M1 – M48	
Organisation of Meetups & Innovation breakfasts, M6, M24, M42	
Presentations at scientific & tech conferences, M12 – M48	1
Publication of articles in journals (numbre of articles, frist author), M12 – M48	1
Presentations at policy conferences (numbre of presentations), M12 – M48	1
Organisation of online events & meetings for transfer of best practices, M12 – M48	
Number of profiles at Career Connector platform (R&I actors, students, job seekers), project durationM1 – M48	

Table 15: Dissemination and communication KPIs for HZS.

BASIC KEY PERFORMANCE INDICATOR	**Value**
Project website number of visits, project duration M1 – M48 (promotion of INNO2MARE project, project link promoted at partners website)	
Project social networks number of posts, project duration M1 – M48 (e.g., LinkedIn, Facebook, Twitter)	
Project social networks number of followers /reactions, project duration M1 – M48 *(e.g., LinkedIn, Facebook, Twitter)*	
Number of media appearances *(publication of press release at partners medias)*	1
Number of e-newsletters *(designed and created by partners)*	
Number of e-brochures (designed and created by partners)	
Number of e-factsheets (designed and created by partners)	

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Number of promotional materials promoted (designed and created by partners, Roll-ups, posters and video material for conferences and training events)	1
Organisation of public sessions during annual consortium meetings (overall 200 participants, at least 50 per meeting), M12 and M36	
Organisation of award ceremonies , M12 and M36	
Participation in R&I popularisation events (e.g., Researchers' Night, Science Festival), project duration M1 – M48	1
Organisation of Meetups & Innovation breakfasts, M6, M24, M42	2
Presentations at scientific & tech conferences, M12 – M48	1
Publication of articles in journals (numbre of articles, frist author), M12 – M48	
Presentations at policy conferences (numbre of presentations), M12 – M48	
Organisation of online events & meetings for transfer of best practices, M12 – M48	5
Number of profiles at Career Connector platform (R&I actors, students, job seekers), project durationM1 – M48	

The KPIs of affiliated partners PFRI and RITEH are numbered under the UNIRI, therefore they do not have any KPIs indivuidually.

Associated partners: REA KVARNER, DBC, URBANEX and PoAB have no KPIs allocated.

11 TIMELINE AND ACTION PLAN

The table below provides a full timeline matrix with summary of the communication activities planned for implementation within the DECP throughout the duration of the project, including information regarding the dissemination channels and tools, target audiences, periods for implementation, and responsible partners.

Table 16: Summary of dissemination activities.

Dissemination tool	Target Audience	Channel	Time	Responsible partner	Notes
Media appearances (Press release)	All	INNO2MARE website, PP website e-mails Media coverage Social medias	**M1-M48**	UL UNIRI	# Design of releases (4) UL 2x UNIRI 2x # Media appearances (30) Publication of press releases at PP medias, all

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					partners contribute according to CA.
E-newsletters	All	INNO2MARE website, PP website e-mails Media coverage Social medias Events Meetings	**M6** **M12** **M18** **M24** **M30** **M36** **M42** **M48**	UL UNIRI	UL 4x UNIRI 4x
E-brochure	All	INNO2MARE website, PP website e-mails Media coverage Social medias Events Meetings	**M6** **M18** **M36**	UL UNIRI UANTWERPEN	UL 2x UNIRI 2x UANTWERPEN 1x
E-factsheet	All	INNO2MARE website, PP website e-mails Media coverage Social medias Events Meetings	**M18** **M36**	UL UNIRI	UL 1x UNIRI 1x
Promotional materials	All	Events Meetings	**M1-M48**	UL UNIRI	Roll-ups, posters and video material for conferences and training events. All partners contribute according to CA.
Organisation of public sessions during annual consortium meetings	All	INNO2MARE website, PP website Media coverage Social medias Events Meetings	**M12** **M24** **M36** **M48**	UL UNIRI	UL 2x UNIRI 2x
INNO2MARE Young Innovation Leader Recognition	All	INNO2MARE website, PP website Media coverage Social medias Events	**M12** **M24** **M36** **M48**	UL UNIRI	UL 2x UNIRI 2x Award ceremonies
Participation in R&I popularisation events (e.g., Researchers' Night, Science Festival)	All	INNO2MARE website, PP website Media coverage Social medias Events	**M1-M48**	UL UNIRI CTK Rijeka	UL ZOTKS UNIRI CTK Rijeka HZS partners contribute according to CA.

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Organisation of Meetups & Innovation breakfasts	Ecosystem actors	INNO2MARE website, PP website Media coverage Social medias Events Meetings	**M6 M12 M18 M24 M30 M36 M42 M48**	UL UNIRI HZS	UL 3x UNIRI 3x HZS 2x
Presentations at scientific & tech conferences, journal articles	R&I community (academia and industry)	INNO2MARE website, PP website Social medias Events Meetings	**M1-M48**	All	All partners contribute according to CA.
Presentations at policy conferences	Policy makers	INNO2MARE website, PP website e-mails Media coverage Social medias Events Meetings	**M12-M48**	UL UNIRI UANTWERPEN	UL 2x UNIRI 2x UANTWERPEN 1x
Organisation of online events & meetings for transfer of best practices	Ecosystems' actors	INNO2MARE website, PP website e-mails Media coverage Social medias Events Meetings	**M12-M48**	UL UNIRI HZS	UL 5x UNIRI 5x HZS 5x
Career Connector platform	R&I actors, students, job seekers	INNO2MARE website, PP website e-mails Media coverage Social medias Events Meetings	**M1-M48**	UL UNIRI	All partners contribute according to CA. Overall number of profiles at Connector platform: 150

Table 17: Summary of exploitation activities.

KER description	**Target audience**	**Timeline**	**Partners involved in result exploitation**	**Expected use**
Joint cross-border R&I strategy	Ecosystem actors across the Quadruple Helix: Policy makers Academic institutions, scientific communities Business entities	During the project: M18-M48 After the project end:	PRIGODA BSC UL UNIRI	Good transferable practices & standardisation in strategy development (Policy use)

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	NGOs and other civil society representatives Innovation intermediaries Place-based innovation ecosystems in Widening countries and beyond	at least 5 years		
Data, algorithms, initial prototypes, concepts and models generated within the three R&I pilot projects (pilot project 1)	R&I actors developing VR products for maritime safety training Seafarers Public and private organisations offering maritime education and training (MET) Vessel manufacturers and owners Shippers Policy makers, academic institutions, industry	TRL6 by the end of the project	PFRI ISKRA DIGITEH MS Tech MCoE HZS	Digitalisation of training in the maritime industries (Commercial use) Test beds or models for the collaborative R&I actions of the ecosystems' actors (Policy use)
Data, algorithms, initial prototypes, concepts and models generated within the three R&I pilot projects (pilot project 2)	R&I actors developing green energy conversion and management systems Ports, marinas Manufacturers and logistics companies in maritime industries Policy makers, academic institutions, industry	TRL7 by the end of the project	UL ISKRA DIGITEH UNIRI MS Tech MCoE UANTWERPEN	Efficient energy storage and use & power management (Commercial use) Test beds or models for the collaborative R&I actions of the ecosystems' actors (Policy use)
Data, algorithms, initial prototypes, concepts and models generated within the three R&I pilot projects (pilot project 3)	R&I actors developing autonomous vessels Vessel manufacturers and owners Shippers Policy makers, academic institutions, industry	TRL7 by the end of the project	RITEH ISKRA MS Tech MCoE UANTWERPEN	Use of intelligent decision support systems in autonomous navigation (Commercial use) Test beds or models for the collaborative R&I actions of the ecosystems' actors (Policy use)
Joint R&I action and investment plan	Ecosystem actors across the Quadruple Helix: Policy makers Academic institutions, scientific communities Business entities NGOs and other civil society representatives Innovation intermediaries Place-based innovation ecosystems in Widening countries and beyond	During the project: M30-M48 After the project end: at least 5 years	BSC UNIRI UL PRIGODA	Good transferable practices & monitoring standardisation in action plan development (Policy use)
Roadmaps, feasibility studies	Ecosystem actors across the Quadruple Helix:	After the project end:	UL ISKRA	Good transferable practices will

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	Policy makers Academic institutions, scientific communities Business entities NGOs and other civil society representatives Innovation intermediaries Place-based innovation ecosystems in Widening countries and beyond	at least 5 years	DIGITEH BSC UNIRI PFRI RITEH STEPRI MS Tech MCoE UANTWERPEN HZS	facilitate roadmaps development for specific R&I projects (Policy use)
Transferable good practice on civic engagement, knowledge transfer, training and talent attraction	Ecosystem actors across the Quadruple Helix: Academic institutions, scientific communities Business entities Innovation intermediaries NGOs and other civil society representatives Citizens Policy makers Place-based innovation ecosystems in Widening countries and beyond	After the project end: continuously, with periodic (annual) monitoring of executed activities, events and achievements.	UL UNIRI UANTWERPEN HZS STEP RI ZOTKS CTK Rijeka MCoE	High-quality methodologies for scaling-up and future replication (e.g. in other projects) (Societal use)

The table below presents an initial action plan for the implementation of dissemination, exploitation and communication (DEC) activities in year 2023 (M1 – M12, January – December 2023). Dissemination, exploitation and communication activities can vary according to the timeline of external national and EU events. For that purpose the table of events will be updated during the project.

Table 18: Action plan for activities for year 2023.

Month	**Dissemination activity / tool**	**Responsible partner**	**Channel**
M1 (01.2023)	Creation of INNO2MARE visual identity INNO2MARE website domain registration	UL UL	n.a. n.a.
M2 (02.2023)	Press release #1 Project branding package, logos, templates design for promotional material List of social medias, websites, PPs	UL UNIRI All partners	PPs website Emails PPs social medias
M3 (03.2023)	INNO2MARE website development, design, visual	UL All partners	INNO2MARE website

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	identity, definition of functionality. Innovation Council first call	UNIRI	Emails
M4 (04.2023)	INNO2MARE website development	UL All partners	INNO2MARE website
M5 (05.2023)	Development of promotional materials, roll-up #1, poster #1, INNO2MARE Teaser	UL, UNIRI PPs involved	n.a.
M6 (06.2023)	INNO2MARE website functionality testing and verification E-newsletter #1 Participation in promotional events, conferences (if possible) Organization of Meetup & Innovation breakfast Career connector platform design, development	UL All partners UL, UNIRI All partners UL All partners	INNO2MARE website PPs website Emails PPs social medias Events Public meetings Online event Online, hybrid event INNO2MARE website External websites offering this
M7 (07.2023)	INNO2MARE website update and improvement Development of promotional materials, roll-ups, posters, video materials	UL PPs All partners	INNO2MARE website n.a.
M8 (08.2023)	Development of promotional materials, INNO2MARE Teaser	UL, UNIRI Involved PPs	INNO2MARE website PPs websites Social medias
M9 (09.2023)	Organization of Meetup & Innovation breakfast	UL, UNIRI	Online, hybrid event
M10 (10.2023)	Press release #2 Media promotion	All partners	INNO2MARE website PPs website Emails PPs social medias
M11 (11.2023)	E-brochure #1 E-Factsheet #1	UL, UNIRI All partners	INNO2MARE website PPs website Emails PPs social medias Online, hybrid event
M12 (12.2023)	Organisation of public session Organisation of award ceremony for young leaders	UL, UNIRI UL, UNIRI UL, UNIRI	Online, hybrid event Online event Online, hybrid event

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	Presentation at Policy conference Organization of Meetup & Innovation breakfast E-newsletter #2	UNIRI UL, UNIRI	Online, hybrid event Project website PPs website Emails PPs social medias Events Public meetings

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12 ANNEXES

Annex I: Branding Guide

Annex II: PowerPoint Presentation Template

Annex III: Letterhead Template

Annex: IV: Press Release Template

Annex V: Email Signature Template

Annex VI: Table of Project Partners' Social Media Channels Template

Note: Annexes providing templates include only the template itself. Concrete inputs are to be made into their live versions, uploaded on the INNO2MARE Microsoft SharePoint. For this purpose, we use Excel sheets to collect data from partners.

Other Templates such as Meeting Agenda Template, Meeting Minutes Template, Deliverable report Template and Interim Report Template are given as Annexes at D1.3.

Based on Table 19: Dissemination and communication KPIs for UL. The partners collect and monitor the KPIs in Excel sheet on Ms Teams Share point repository.

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REFERENCES

[1]. INNO2MARE website: www.inno2mare.eu (in preparation), functional June 2023

[2]. EC, COMMUNICATION, DISSEMINATION AND EXPLOITATION, https://rea.ec.europa.eu/system/files/2021-11/Communication%2C%20Dissemination%20and%20%20Exploitation-2021.pdf

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STRENGTHENING THE CAPACITY FOR EXCELLENCE OF SLOVENIAN AND CROATIAN INNOVATION ECOSYSTEMS TO SUPPORT THE DIGITAL AND GREEN TRANSITIONS OF MARITIME REGIONS

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DISSEMINATION, EXPLOITATION AND COMMUNICATION PLAN – FIRST VERSION

Deliverable 7.1: Annex I: Branding guide

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1 INNO2MARE LOGO

The **INNO2MARE** - STRENGTHENING THE CAPACITY FOR EXCELLENCE OF SLOVENIAN AND CROATIAN INNOVATION ECOSYSTEMS TO SUPPORT THE DIGITAL AND GREEN TRANSITIONS OF MARITIME REGIONS project logo was created with a minimalistic approach to express the INNO2MARE essence. The leaf symbol within the logo symbolises the ocean wave, the maritime sector. The text of the logo is the same as for project acronimy representing the innovation (inno) and marine, maritime sector (mare). The blue colour of the background symbolizes the ocean, sea, while the green version can be used to symbolizes the green, sustainable.

1.1 Blue and white LOGO

The Blue and White INNO2MARE Logo displayed above is the main version of the logo. It shall be prioritised over the other versions, unless:

- It does not look visually appealing (for example: it is incompatible with the colours of the background it is applied to).
- It does not appear emphasised (for example: it is difficult to notice within a created design).
- Its clarity is compromised (for example: when used within material with prominent white accents and a dominant colour similar to the logo's).

When selecting the logo size of any of the logo versions within materials visual appeal, emphasis, and clarity must all be taken into account. If there is a need to use the logo multiple times within the same environment, the logo's icon may be used independently (for example: using the icon as a profile picture alongside a cover image that includes the full logo).

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1.2 Colour LOGO for dark background

The colour Logo with blue and green background displayed above has no precedence over the White INNO2MARE Logo. It should, however, only be used when it is visually adequate. This logo looks best against a dark-coloured background, with its elements clearly contrasted (for example: on a dark blue or dark green background). It shall not be used on any background that detracts from its emphasis and clarity (for example: dark greys, black, and similar shades of green to the logo).

2 INNO2MARE FONT

The font selected for INNO2MARE material shall be from the Open Sans Family depending of the text's significance:

- The **Open Sans SEMIBOLD** font shall be used in all caps for titles and first level headings (largest font size to other text levels).
- The **Open Sans Semibold** font shall be used in sentence case or title case for subtitles and lowerlevel headings.
- The Open Sans font shall be used in sentence case for body text (smallest font size to other text levels).

The text font size shall be chosen with visual appeal and readability in mind. This document serves as an example of proper font and size selection.

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3 INNO2MARE COLOURS

Regarding the use of colours in INNO2MARE materials, please see the infographic below for a visual representation of the appropriate colour codes and their applications.

4 INNO2MARE MEDIA

Backgrounds for INNO2MARE materials shall be either the appropriate solid colour fills discussed in the previous section or any of the gradient, template image, or outsourced images/videos in accordance with the instructions of this section's subsections.

4.1 Template Image

When appropriate, the template image below should be used as the primary background for INNO2MARE materials. There are two types of images, the first one showing no flags inside the bubbles and the second one with shaded edges and flags of all three countries represented in the project.

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4.2 Outsourced Images/Videos

Outsourced images/videos may be used for INNO2MARE materials as backgrounds or engaging design elements. However, the images/videos selected must be relevant to INNO2MARE and the content of the material, visually appealing, high resolution, and neutral or positive emotions producing.

There are some examples bellow representing good or bad images.

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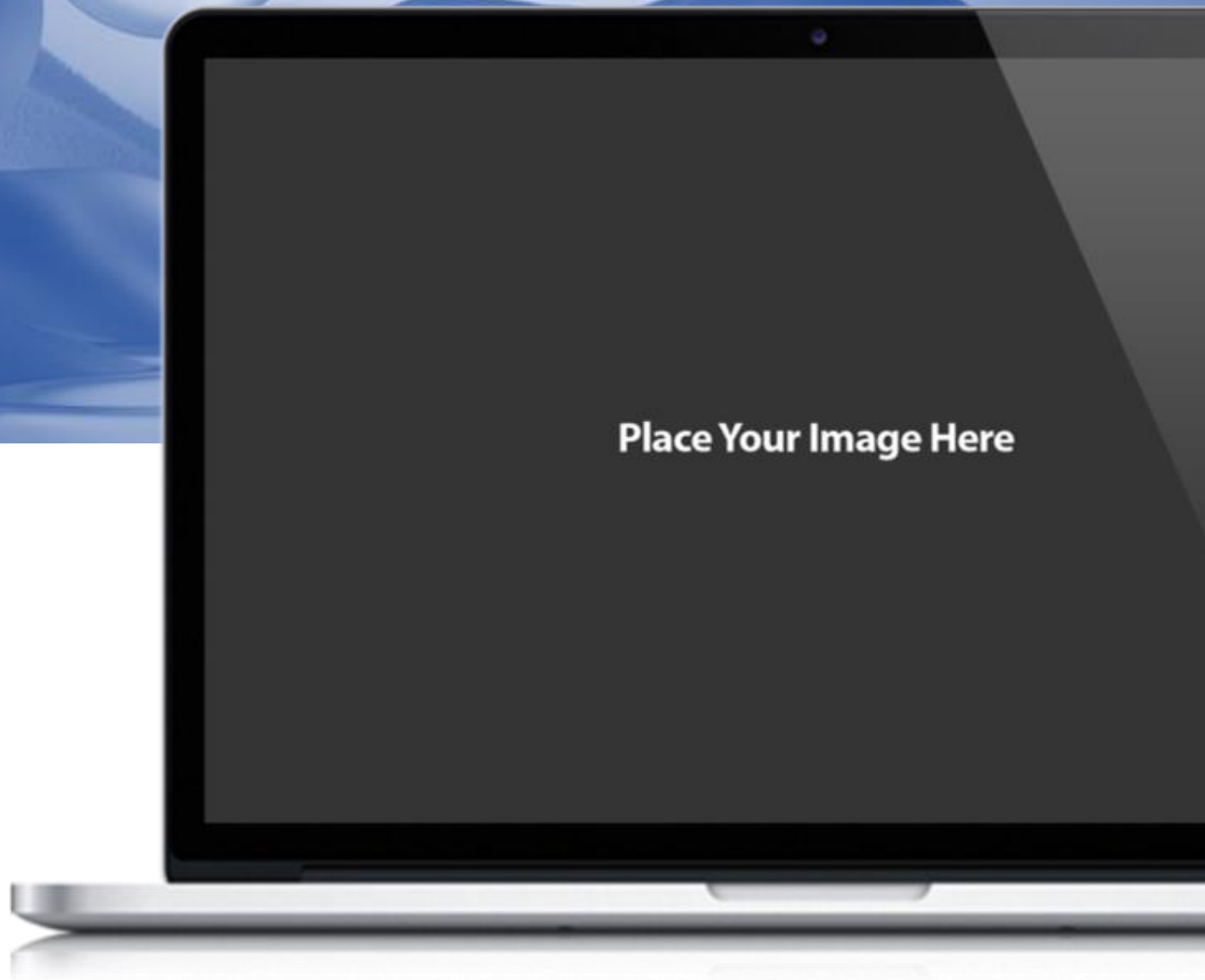
European Commission

Horizon Europe
European Union Funding
Grant agreement ID: 101087348

SECTION TITLE

Section description (optional)


Place Your Image Here

PARTNERS

European Commission

Coordinator:

University of Ljubljana
Faculty of Mechanical Engineering

Iskra

DIGITEH

BSC
Poslovno podporni center Kranj
Regionalna razvojna agencija Gorenjske

ZVEZA ZA TEHNIČNO KULTURO SLOVENIJE

uniri

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POMORSKI FAKULTET

Sveučilište u Rijeci
TEHNIČKI FAKULTET

STEPRI

METAL SHARK
CROATIA

MCE

regionalna
razvojna
agencija

CTK
CENTAR TEHNIČKE KULTURE RIJEKA

University of Antwerp

HZS

REGIONALNA
ENERGETSKA
AGENCIJA KVARNER

BLAUWE
CLUSTER

URBANEX

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agencija

CTK
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University of Antwerp

HZS

REGIONALNA
ENERGETSKA
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CLUSTER

URBANEX

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Antwerp
Bruges

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Deliverable 7.1: Annex III: Letterhead Template

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Version 1.0

TITLE 1

Title 2

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Aenean vel viverra erat, eu consequat nibh. Nullam sed fringilla eros. Suspendisse facilisis justo id dolor scelerisque pellentesque. Nulla sollicitudin auctor mauris non ornare. Mauris quam lacus, maximus ac enim ut, posuere cursus nisl. Nullam tristique, sapien non dictum viverra, tortor justo lobortis mauris, sed tristique ipsum turpis nec nisi. Pellentesque interdum magna sed ligula finibus, id fermentum nulla aliquet. Donec fermentum nulla sollicitudin quam ornare finibus ac a leo. Etiam eget dictum leo.

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Deliverable 7.1: Annex IV: Press Release Template

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Press Release

For immediate release/under embargo until yyyy-mm-dd

Contact: Jane Doe
Project Manager
(697) 427-1572
email@example.com

TITLE 1

Title 2

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Aenean vel viverra erat, eu consequat nibh. Nullam sed fringilla eros. Suspendisse facilisis justo id dolor scelerisque pellentesque. Nulla sollicitudin auctor mauris non ornare. Mauris quam lacus, maximus ac enim ut, posuere cursus nisl. Nullam tristique, sapien non dictum viverra, tortor justo lobortis mauris, sed tristique ipsum turpis nec nisi. Pellentesque interdum magna sed ligula finibus, id fermentum nulla aliquet. Donec fermentum nulla sollicitudin quam ornare finibus ac a leo. Etiam eget dictum leo.

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- Lorem ipsum dolor sit amet, consectetur adipiscing elit.

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Deliverable 7.1: Annex V: Email Signature Template

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INNO2MARE Signature add-on template:

Proud member of

Driving Innovation for a Green, Digital, and Smart Maritime Ecosystems
www.inno2mare.eu

Example:

Logo

1.1.1 John Smith
Manager
Company
Proud member of

111 222 33333 | 111 222 33333
john@smith.com
www.company.com

Proud member of

Driving Innovation for a Green, Digital, and Smart Maritime Ecosystems
www.inno2mare.eu

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DISSEMINATION, EXPLOITATION AND COMMUNICATION PLAN – FIRST VERSION

Deliverable 7.1: Annex VI: Websites and Social medias of PPs

2023-06-29 by University of Ljubljana
Version 1.0

#	Partner	website	Social media	Career connector platform	Main contact
1					
2					
3					
4					
5					
6					
7					
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11					
12					
13					
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16					
17					
18					
19					
20					
21					

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