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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

2025/10/17 by University of Ljubljana
Version 4.0

DELIVERABLE INFORMATION

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Authors	Marko Šimic (UL), Petra Pintar (UL), Hrvoje Marušić (UNIRI)
Reviewers	Hana Gologaža (CTK Rijeka), Mario Vukelić (STEP RI), Serge Demeyer (UA), Tea Tepina (ISKRA), Ali Anwar (UA), Matevž Resman (UL)
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Abstract	The overarching objective of the Dissemination, Exploitation, and Communication Plan is to define and develop a comprehensive strategy for INNO2MARE, and to support the effective implementation of all related activities and tasks in order to maximise the project's long-term impact and engage the broadest possible audience.

Keywords	INNO2MARE, dissemination, exploitation, communication, innovation ecosystem

Document Revision History

Version	Date	Description of change	List of contributor(s)
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V5.0	17/10/2025	Improved and updated version according to recommendation received from EU commission evaluators during the second reporting period	UL team (Matevž Resman, Petra Pintar, Marko Šimic)

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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

The INNO2MARE project has received funding from the HORIZON.4.1 - Widening participation and spreading excellence under Grant Agreement No 101087348.

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PARTNERS

The list of INNO2MARE partners:

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 Dissemination, Exploitation and Communication Plan (DECP) has been developed within the framework of the INNO2MARE project, funded by the European Union's Horizon Europe Programme under Grant Agreement No. 101087348. The plan defines a comprehensive strategy to maximize the project's visibility, impact, and sustainability by aligning dissemination, exploitation, and communication activities across all consortium partners.

INNO2MARE's overarching goal is to strengthen the capacity for excellence of the Western Slovenian and Adriatic Croatian innovation ecosystems, enhancing their ability to support digital and green transitions within maritime and related industries. By promoting cross-border cooperation and leveraging the experience of the Flemish innovation ecosystem, the project aims to reduce Europe's innovation divide and build resilient, attractive, and sustainable maritime ecosystems.

The DECP is structured around three implementation phases—Knowledge, Strategy, and Action Plan—and guided by a five-dimensional framework addressing what, who, why, how, and when of dissemination and exploitation. It identifies target audiences across the Quadruple Helix model (policy makers, academia, industry, and civil society) and defines tailored value propositions and engagement approaches for each.

The plan also establishes a unified visual identity and branding framework, ensuring coherent communication across all channels, including the INNO2MARE website, partners' platforms, social media, email campaigns, traditional media, and events. The document details Key Performance Indicators (KPIs) and partner-specific responsibilities, with coordination supported by digital collaboration tools such as Microsoft Teams.

On exploitation, the DECP introduces the Key Exploitable Results (KERs)—including the joint cross-border R&I strategy, pilot project outcomes, investment plans, and transferable practices—and defines methodologies for their sustainable use, commercialization, and policy uptake. Each KER includes roadmaps, maturity assessments, and impact indicators to guide further development beyond the project's lifetime.

Finally, the plan provides a timeline and annual action plan (2023–2026) outlining milestones, deliverables, and engagement activities. Together, these components ensure that INNO2MARE's research results are effectively disseminated, exploited, and communicated to foster long-term collaboration, innovation, and excellence across European maritime regions.

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ABBREVIATIONS

CA	Consortium Agreement
CO	Confidential, only for members of the consortium (including the EC)
DECP	Dissemination, Exploitation and Communication Plan
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
OPR	Official Project Repository
PP	Project partners
PU	Public
QAP	Quality Assurance Plan
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 aimed at enhancing the capacity for excellence in Western Slovenian and Adriatic Croatian innovation, with support from Belgium, 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 other sectors connected to these 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.

1.1 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 DECP will accomplish the following subgoals:

- Improve the methodology for achieving all dissemination, exploitation, and communication objectives, including the phases for implementing the DECP, a detailed description of all communication and exploitation deliverables to be developed, and an overview of the INNO2MARE visual identity and branding.

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- 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 distributed it among all PPs.
- Define the specific roles and responsibilities of each PP, and develop 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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2 DISSEMINATION AND COMMUNICATION

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 determine and define a coherent and consistent communication and dissemination strategy, aligned with the INNO2MARE objectives.

Stage 1 – Strategy: The comprehensive project dissemination, exploitation, and communication changed strategy has been created, including social media posting and approach of following updates on the INNO2MARE website. Social media plays a vital role in advancing the project's communication and dissemination objectives. In addition to the official INNO2MARE accounts on platforms such as Facebook, LinkedIn, and X (formerly Twitter), all project partners (PPs) actively leverage their existing company pages and social media channels to promote project-related content.

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 methodology is structured around five key dimensions, each of which is thoroughly addressed 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: The types of dissemination, exploitation, and communication channels and tools that will be used to effectively reach the identified 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).

This is the fifth version of D7.1, and it should be noted that the INNO2MARE dissemination, exploitation, and communication strategy is conceived as a dynamic framework. It will be revised and updated regularly to reflect the project's progress and the evolving needs of the industrial sector throughout the implementation period.

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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; 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.

2.1 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 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 [6]. Encompassing a critical mass of collaborative and competing actors [7] across the Quadruple Helix, the Adriatic Croatian maritime innovation ecosystem shows a high potential for excellence but still lacks a true innovation culture.

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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.

2.2 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 types of target groups during the project. These groups represent the potential audience to be involved in dissemination, exploitation and communication activities. Innovation ecosystem based on Quadruple Helix principle (Figure 2.1) shows graphical presentation of the main groups interconnected together to form ecosystem. There are three main ecosystems in the project; Western Slovenia ecosystem and Adriatic Croatia ecosystem, which are subjects of enhancement and important supporting ecosystem from Belgium (Flemish) source of good practices and acting as reference ecosystem in the maritime sector.

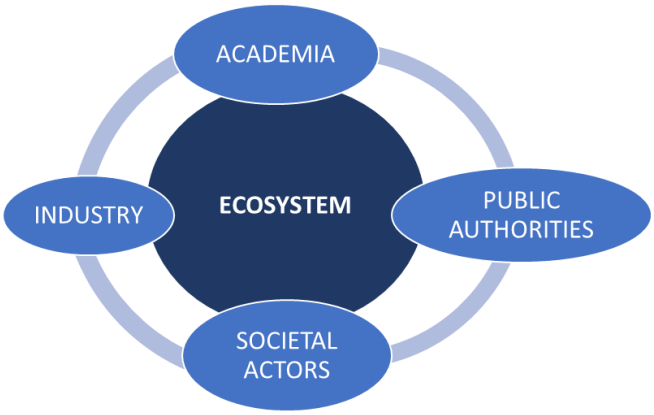

Figure 2.1: Innovation ecosystem based on Quadruple Helix principle.

The subcategories of target audiences for the 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

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The table 2.1 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 2.1: 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 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)	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. 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.

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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. 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.

2.3 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.

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.

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The official INNO2MARE logos are as follow (Figure 2.2):

Figure 2.2: INNO2MARE logo, white background and blue background.

The detail instructions how to use the INNO2MARE logos are available in the INNO2MARE Branding Guide (Annex I).

The official **INNO2MARE slogan** is:

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

For all INNO2MARE documents the Open Sans font Family shall be used, including Open Sans, Open Sans Semi bold, and Open Sans Semi bold 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 are listed below and are used up to the content published on the social media.

#INNO2MARE, #Slovenia, #Croatia, #Adriatic, #Excellence, #Innovation, #Ecosystem, #Maritime, #Sustainable, #Green, #Digitaltwin, #Virtualreality, #Artificalintelligence, #Ports, #Shipyards, #HorizonEU,#Smartgreenmobility,#Lowcarbontransportsystems,#Digitaltechnologies, #Digitaltransformation,#Hybridhydrogensystem,#RenewableEnergy,#Maritimeindustry,#Autonomousshipping,#TechnologysupportedbyAI , #ExcellenceHubs , #QuadrupleHelix , #Networking

We've decided to use some of hashtags listed above per post, while other hashtags may not be specifically listed in this document, but they should be relevant and closely aligned with the content of each post.

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):

The INNO2MARE project has received funding from the HORIZON.4.1 - Widening participation and spreading excellence under Grant Agreement No 101087348.

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2.4 Communication channels and tools

To achieve the communication, exploitation, and dissemination goals, PPs will use various channels, tools, materials, activities, and events. Initiatives will be implemented both online and onsite. If necessary, physical events may be adapted for implementation in an 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, considering 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.

2.4.1 The INNO2MARE website (www.inno2mare.eu)

The INNO2MARE website functions as a central hub for communication activities and is regularly updated to ensure that essential information remains accessible, engaging, and up to date. After the 1st reporting period an updated and a different approach for maintaining the INNO2MARE website was essential. The INNO2MARE Web and Social Media Administrator plays a key role in the site's ongoing redesign, optimizing it for SEO (Search Engine Optimization) and maintaining fresh content, including videos, media clips, and updates related to Pilot Projects and their associated publications.

The Web and Social Media Administrator is responsible for regularly updating the project's online platforms with relevant information about ongoing activities and outcomes. This includes creating and posting communication materials such as text, videos, graphics, and invitations for events, workshops, meetings, and other initiatives. The project page serves as an interactive space for the audience to engage with updates on the Pilot projects progress, upcoming events and workshops, development reports, articles, and other key activities. It also features a news and announcements section to keep visitors informed about open calls, events, and important project milestones.

From a structural perspective, the website consists of the following key components, modules, and subpages:

- **INNO2MARE Kit**: A comprehensive drop-down menu covering all essential topics (developed in collaboration with WP7, Task 7.1).
- **Career Connector Platform Access Interface**: Providing direct access to the Career Connector platform.
- **News and upcoming events**: Featuring the latest updates related to the project.
- **Subscription Form:** A consent form and pop-up window that enables visitors to subscribe for regular project updates and newsletters.

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- **Project Results Section**: Showcasing project Gantt chart, milestones, deliverables, promotional materials.
- **Pilot Projects Section**: Providing updates on pilot project progress and publications such as SCI articles or other relevant materials.

Overall, the website serves as the central hub for all project-related information, developments, and promotional content. It is the primary platform for publishing results and updates, while other communication channels support the website by driving traffic and engaging target audiences to ensure a steady flow of regular visitors.

2.4.2 Project Partners (PPs) websites

PPs' websites are another important communication channel. They are ideal for uploading dissemination materials in local languages. This is easier to apply to textual content, but may not be applicable to certain visual materials, graphics, etc.

Additionally, each PP (if technically feasible) creates and maintains a simple INNO2MARE subpage on their organization's website to upload up-to-date content related to the project.

PPs may also include links to INNO2MARE content within articles dedicated to other initiatives thematically related to the project.

2.4.3 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.

2.4.4 Social Media

Social media plays a vital role in advancing the project's communication and dissemination objectives. In addition to the official INNO2MARE accounts on platforms such as Facebook, LinkedIn, and X (formerly Twitter), all project partners (PPs) actively leverage their existing company pages and social media channels to promote project-related content.

Our updated strategy emphasizes more frequent updates across these platforms. By using established channels instead of creating separate project-specific pages, we avoid the need to build new audiences

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from scratch—resulting in a more efficient and streamlined approach. This also allows us to engage stakeholders more actively and effectively through digital channels.

LinkedIn serves as the primary platform for promoting the project, enabling the development and expansion of a professional stakeholder network. While Facebook and X are also used, their role is more focused on general outreach and public awareness, as these platforms are less tailored to stakeholder engagement.

Each PP contributes to project visibility by sharing updates through their corporate pages, websites, and personal profiles of team members, further amplifying the project's reach and impact across various audiences.

To further strengthen social media dissemination, the University of Ljubljana (UL), as the leader of WP7, introduced the 'Dissemination Table for Website and Social Media News/Articles,' as outlined in Annex VIII.

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

2.4.5 Other media

This section covers all types of traditional media (radio, television, newspapers, magazines) and electronic media (news agencies, websites). The Project Consortium will also utilize media channels targeting specific groups, such as the scientific and research communities in Europe. Platforms for scientific publications will be leveraged to reach this niche audience, which is likely to have a significant interest in INNO2MARE activities.

2.4.6 Events

PPs can utilize various events (such as thematic workshops, info-days, dissemination and promotional events, focus groups, working meetings, etc.) based on their nature, to engage both broad audiences who are not yet familiar with the project, its goals, and activities, as well as specific target groups that we aim to reach directly.

2.4.7 Meetings

Inno2mare partners will primarily use eTeams for one-on-one meetings between project partners and other stakeholders at both local and international levels, focusing on the project's main target groups. During these meetings, participants will be updated on the progress of project activities, as well as news related to scientific research, innovations, and relevant regulations.

The table 2.2 provides information regarding the various tools that will be produced by the PPs and used within the various dissemination channels.

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Table 2.2: 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, video and other promotional 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	At least 15 presentations will be	+	+			+	+	

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conferences, journal articles	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 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	+	+	+	+	+	+	+

2.4.8 Networking

As part of communication and networking activities, we will be looking for opportunities to connect with other related projects (synergy activities) and initiatives in Slovenia, Croatia, and across Europe, with the aim of exchanging ideas and best practices — particularly in the field of engaging quadruple helix actors. We will explore appropriate approaches and methods for successfully networking all four types of stakeholders. The plan is to start with successful EU widening projects. A good example is the SolarHub project initiative and joining the Excellence Hubs Community. To strengthen its networking activities, **INNO2MARE** joined the **Excellence Hubs (EH) community** in February 2025, alongside other EH projects. As part of our outreach strategy, we plan to begin presenting our project through a dedicated webinar series starting in spring 2025. This initiative aligns with our participation in the **Widening Impacts Spring 2025 Webinar Series**, which aims to enhance the visibility and impact of EU Horizon projects. The series provides a platform for projects to showcase their capabilities, activities, and results to a broad and diverse audience of key stakeholders within the EU Horizon and Widening programs.

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Objectives of the Widening Impacts Webinar Series:

- **Catalyze inter-project collaboration**, fostering synergies among participating projects
- **Reach new audiences**, opening doors to fresh opportunities
- **Enhance ecosystem and hub knowledge**, building shared understanding across regions
- **Gain competitive advantage** through the exchange of knowledge and best practices
- **Maximize the impact of project results** through better dissemination and visibility
- **Achieving critical mass** in engagement with institutional, regional, and national funding and policy decision-makers

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3 EXPLOITABLE METHODOLOGY AND RESULTS

3.1 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 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
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

3.2 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:

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- 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 plan (DECP) 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 covering period 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 project of the project, as necessary.
Individual partners' plans: the updated version of the DECP 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).
- 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 DECP).
- 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).

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- 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).

3.3 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 DECP.

Table 3.1 Joint cross-border R&I strategy

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, • 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.

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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. • Stakeholder related: stakeholders may remain unaware of or disinterested potentially undermining the implementation of a joint cross-border R&I strategy framework.
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. • Focus on targeted communication styles and channels appropriated for each stakeholder group.
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.
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. • Contribute to the creation of sustainable new jobs in the ecosystems fostering entrepreneurship by promoting innovation support measures. • 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

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Table 3.2: Data algorithms initial prototypes concepts and models generated within the three R&I pilot projects (pilot project 1)

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 result generation	PFRI ISKRA DIGITEH MS Tech 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).

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	• 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. • 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).

Table 3.3: Data, algorithms, initial prototypes, concepts and models generated within the three R&I pilot projects (pilot project 2)

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. • Modification and applications of AI models. • Innovative solutions.
Expected use	• Use of intelligent decision support systems in autonomous navigation (Commercial use). • Use of AI based trajectory prediction for collision avoidance. • Test beds or models for the collaborative R&I actions of the ecosystems' actors. (Policy use)

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Target users	• R&I actors developing autonomous vessels. • Vessel manufacturers and owners. • Shippers. • Small ship and jet ski rentals. • Policy makers, academic institutions, industry.
Competitors	Companies worldwide offering digital solutions for maritime applications
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 solutions for collision avoidance using AI-based vessel trajectory predictions. • 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	• 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. • Regulative barriers related to costal navigation safety.
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 (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.

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	• 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 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).

Table 3.4: Data, algorithms, initial prototypes, concepts and models generated within the three R&I pilot projects (pilot project 3)

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. • Modification and applications of AI models. • Innovative solutions.
Expected use	• Use of intelligent decision support systems in autonomous navigation (Commercial use). • Use of AI based trajectory prediction for collision avoidance. • 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. • Small ship and jet ski rentals.

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	• 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 solutions for collision avoidance using AI-based vessel trajectory predictions. • 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. • 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. • Regulative barriers related to costal navigation safety.
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.

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	• 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. • 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 TRL5 (technology validated in relevant environment) 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).

Table 3.5 : Joint R&I action and investment plan

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). • The Joint Action and Investment Plan (JAIP) will serve as a common platform to guide coordinated action and investment for the cross-border innovation ecosystem developed through the project. • The JAIP will also align with the EU Knowledge Valorisation Platform and its Codes of Practice (2023), and support implementation of the ERA Policy Agenda 2022–2024 Action 12 "Strengthen research and innovation ecosystems." It will guide ecosystem actors in leveraging the European Innovation Ecosystems programme and Horizon Europe opportunities.
Target users	Innovation ecosystem actors including academia, industry, business support organizations, public authorities, such as: • 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. Target users also include managing authorities overseeing the Partnership Agreements for ESIF 2021–2027 in Croatia and Slovenia, ensuring that JAIP priorities are embedded in regional investment programmes. Cooperation pathways with the new EIT KIC "Water, Marine and Maritime" (launching 2026) will be explored.
Competitors	Not applicable

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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. • Contribution to the EU Green Deal Industrial Plan, the EU Mission "Restore Our Ocean and Waters by 2030," and the innovation capacity under Horizon Europe. The JAIP will also serve as a blueprint for cooperation aligned with the EIT KIC ecosystem, including the new "Water, Marine and Maritime" initiative.
Policy alignment & strategic contribution	The JAIP explicitly supports alignment with key strategic frameworks: • EU Knowledge Valorisation Platform (2023) & Codes of Practice, • European Innovation Ecosystems programme (Horizon Europe, 2021–2027), • ERA Policy Agenda 2022–2024 (Action 12), • Horizon Europe (Cluster 6 & Innovative Europe pillar), • EU Mission "Restore Our Ocean and Waters by 2030", • EIT KIC "Water, Marine and Maritime" launching in 2026, • Croatian Smart Specialisation Strategy (S3) 2021–2029, • Croatia Partnership Agreement ESIF 2021–2027, • Slovenia Smart Specialisation Strategy (S4) 2021–2027, • Research and Innovation Strategy of Slovenia (RIS3) 2021–2030, • Slovenian Maritime Strategy 2023, • Slovenia Partnership Agreement ESIF 2021–2027.
Partners involved in result generation	All
Partners involved in result exploitation	BSC UNIRI UL PRIGODA
Resources	Innovation policy experts, practitioners and researchers
Barriers to exploitation	• **Policy/strategic level:** 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. • Complexity of aligning post-2026 ESIF investments with existing network. Potential duplication or misalignment with emerging EIT KIC actions in the water/marine domain. • **User level:** 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. • Potential fragmentation of ecosystem actors. • Lack of long-term commitment and funding. • Misalignment of regional and national policies.
Barrier mitigation strategies	• Establish governance mechanisms, facilitate stakeholder engagement, align with policy frameworks. • Joint coordination mechanisms will be established with ESIF managing authorities in Croatia and Slovenia. Thematic alignment with the EIT KIC "Water, Marine and Maritime" ecosystem will ensure complementarity and avoid duplication. • 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	• Implementation through project partners, Innovation Council, and public-private partnerships.

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	• Participation in European Innovation Ecosystems (EIE) calls and foster links with the EIT KIC "Water, Marine and Maritime." Knowledge Valorisation events under the EU Community platform will be used to share lessons from JAIP. • 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	• Strengthened cross-border innovation ecosystem, improved policy alignment, increased investment leverage. • Contributes to the EU Mission "Restore Our Ocean and Waters by 2030," supports green transition objectives in Croatia's Low-Carbon Strategy and Slovenia's NECP and strengthens cross-border alignment of ESIF-funded innovation. • 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	Within the "EU Knowledge Valorization guidance", the JAIP process is transitioning from Policy Readiness Level (PRL) 2 (Stakeholders have been mapped, initial co-creation ongoing — no formal governance or pilot) towards PRL 3 (Pilot governance structure / action plan designed, early-stage testing/pilots ongoing, first version operational in limited context).
Foreseen IPR protection and management strategies	• Copyright, • Know-how, • No formal IPR protection needed, but JAIP knowledge assets will comply with the EU Code of Practice on Intellectual Asset Management and other relevant standards and guidelines (e.g. EIT KIC knowledge governance policies).
Exploitation timeline	• During the project: M30-M48 • After the project end: at least 5 years

Table 3.6: Roadmaps, feasibility studies

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

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	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 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.

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Current maturity level	Not applicable
Foreseen IPR protection and management strategies	Copyright Know-how
Exploitation timeline	After the project end: at least 5 years

Table 3.7: Transferable good practice on civic engagement, knowledge transfer, training and talent attraction

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
Expected impact	• Transfer of a series of good practices to other place-based innovation ecosystems in Widening countries and beyond.

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	• 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.

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4 KEY PERFORMANCE INDICATORS

The main KPIs for the communication and dissemination activities within the INNO2MARE project are presented in the table 4.1:

Table 4.1: 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 (e.g., LinkedIn, Facebook, Twitter)	All	# posts (150) # followers / reactions (1000)
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)

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4.1 Roles and responsibilities of partners

UL is 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.

4.1.1 Tasks, dedicated to Partners

- UL is responsible to promote the project activities on 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 elaborated 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 is also 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 are 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 to register the INNO2MARE project material on the major sectorial search engines and directories. In addition, UL created initial content for the INNO2MARE website and is also 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 are 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.

4.1.2 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.

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- 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 (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).

4.1.3 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.

In the tables, from table 4.2 to table 4.14, below are provided the dissemination, communication and dissemination KPIs for which each PP shall be responsible (according to the agreement from CA).

Table 4.2: 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

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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), 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 4.3: 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	
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

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Table 4.4: 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 ceremonie , 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	
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 4.5: 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	

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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 duration M1 – M48	10

Table 4.6: 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 4.7: 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)	
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

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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 duration M1 – M48	10

Table 4.8: 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)	
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 duration M1 – M48	30

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Table 4.9: 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	
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 4.10: 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	

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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	
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 4.11: 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

Table 4.12: 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)	

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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 4.13: 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)	
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	

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Table 4.14: 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)	
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 duration M1 – 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.

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5 TIMELINE AND ACTION PLAN

Tables 5.1 and 5.2 below provide a full timeline matrix with summary of the dissemination and communication activities and exploitation 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 5.1: Summary of dissemination and communications activities.

Dissemination tool	**Target Audience**	**Channel**	**Time**	**Responsible partner**	**Target**	**Achieved (M1-M30)**
Project website	All	INNO2MARE website	**M1-M48**	UL	**5000**	**2141**
Project social networks number of posts (e.g., LinkedIn, Facebook, X)	All	INNO2MARE website, Social medias	**M1-M48**	UL	Post (**150**) /followers, reactions (**1000**)	Posts (**158**) / Followers, reactions (**1380**)
Number of media appearances (publications of press release at partners medias)	All	INNO2MARE website, PP website, Media coverage, Social medias	**M1-M48**	All	Releases (**4**) /Media appearance (**30**)	Releases (**4**)/ Media (**37**)
Number of e-newsletters	All	INNO2MARE website, PP website, e-mails, Social medias, Events, Meetings	**M6 M12 M18 M24 M30 M36 M42 M48**	UL UNIRI	**8**	**4**
Number of e-brochure	All	INNO2MARE website, PP website, e-mails, Media coverage, Social medias, Events, Meetings	**M6 M18 M36**	UL UNIRI UANTWERPEN	**3**	**9**
Number of e-factsheet	All	INNO2MARE website, PP website, Social medias, Events, Meetings	**M18 M36**	UL UNIRI	**2**	**1**
Number of promotional materials	All	Events, Meetings	**M1-M48**	All	**20**	**12**

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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	**4**	**3**
INNO2MARE Young Innovation Leader Recognition	All	INNO2MARE website, PP website, Media coverage, Social medias, Events	**M12 M24 M36 M48**	UL UNIRI	**4**	**1**
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	**8**	**21**
Organisation of Meetups & Innovation breakfasts	Ecosystem actors	INNO2MARE website, PP website, Social medias, Events, Meetings	**M6 M12 M18 M24 M30 M36 M42 M48**	UL UNIRI HZS	**8**	**3**
Presentations at scientific & tech conferences, journal articles	R&I community (academia and industry)	INNO2MARE website, PP website, Social medias, Events, Meetings	**M1-M48**	All	Presentations at scientific & tech conferences **(15)**/ journal articles **(6)**	Presentations at scientific & tech conferences **(13)**/ journal articles **(14)**
Presentations at policy conferences	Policy makers	INNO2MARE website, PP website, e-mails, Media coverage, Social medias, Events, Meetings	**M12-M48**	UL UNIRI UANTWERPEN	**5**	**3**
Organisation of online events & meetings for transfer of best practices	Ecosystems' actors	INNO2MARE website, PP website, e-mails, Social medias, Events, Meetings	**M12-M48**	UL UNIRI HZS	**15**	**9**
Career Connector platform	R&I actors, students, job seekers	INNO2MARE website, PP website, e-mails, Social medias, Events, Meetings	**M1-M48**	UL UNIRI	**150**	**32**

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Table 5.2: 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 NGOs and other civil society representatives Innovation intermediaries Place-based innovation ecosystems in Widening countries and beyond	During the project: M18-M48 After the project end: at least 5 years	PRIGODA BSC UL UNIRI	Good transferable practices & standardisation in strategy development (Policy use)
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)

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Roadmaps, feasibility studies	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	After the project end: at least 5 years	UL ISKRA DIGITEH BSC UNIRI PFRI RITEH STEPRI MS Tech MCoE UANTWERPEN HZS	Good transferable practices will 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 5.3 below presents an action plan for the implementation of dissemination, exploitation and communication (DEC) activities in years 2023, 2024 and 2025 (M1 – M30), from January 2023 to June 2025. 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. Check marks indicate which milestones have been achieved during the project period M1-M30.

Table 5.3: Action plan for activities for years 2023, 2024, 2025.

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 identity, definition of functionality. ✓ Innovation Council first call	UL All partners UNIRI	INNO2MARE website Emails
M4 (04.2023)	✓ INNO2MARE website development	UL All partners	INNO2MARE website

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M5 (05.2023)	✓ Development of promotional materials, roll-up #1, poster #1,	UL, UNIRI PPs involved	n.a.
M6 (06.2023)	✓ INNO2MARE website functionality testing and verification E-newsletter #1 E-brochure #1 ✓ Participation in promotional events, conferences (if possible) ✓ Organization of Meetup & Innovation breakfast Career connector platform design, development	UL All partners UL, UNIRI UL, UNIRI All partners UL, UNIRI UL, STEP RI, MCoE	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 updates and improvements ✓ Development of promotional materials, roll-ups, posters, video materials	UL PPs All partners	INNO2MARE website n.a.
M8 (08.2023)	✓ Development of promotional materials	UL, UNIRI Involved PPs	INNO2MARE website PPs websites Social medias
M9 (09.2023)	✓ Organization of Meetup & Innovation breakfast ✓ Organisation of public session	UL, UNIRI UNIRI	Online, hybrid event 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	UL, UNIRI All partners	INNO2MARE website PPs website Emails PPs social medias
M12 (12.2023)	✓ E-newsletter #1 E-newsletter #2 Organisation of public session Organisation of award ceremony for young leaders Presentation at Policy conference Organization of Meetup & Innovation breakfast	UL, UNIRI UL, UNIRI UL, UNIRI UNIRI UL, UNIRI, UA UL, UNIRI	INNO2MARE website Emails PPs social medias Online, hybrid event Online, hybrid event Live Online, hybrid event

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M16 (04.2024)	Organization of online events & meetings for transfer of best practices	UL UNIRI HZS	Online, hybrid event
M17 (05.2024)	✓ Organization of online events & meetings for transfer of best practices Policy conference	UL UNIRI / STEP RI HZS UL, UNIRI, UA	Online event, Hybrid event Live
M18 (06.2024)	E-Factsheet #1 E-newsletter #3 E-brochure #2 Organization of Meetup & Innovation breakfast	UL UL, UNIRI UL, UNIRI UL, UNIRI, UA, HZS	INNO2MARE website PPs website Emails Project website Emails PPs social medias Hybrid event
M21 (09.2024)	✓ Organization of Meetup & Innovation breakfast ✓ Organization of online events & meetings for transfer of best practices ✓ Public session ✓ E-brochure #2	UL, UNIRI, UA, HZS HZS UNIRI UL, UNIRI	Hybrid event (online and live) Live meeting for transfer of best practices Live INNO2MARE website Emails PPs social medias
M22 (10.2024)	✓ INNO2MARE website updates and improvements	UL All partners	INNO2MARE website
M23 (11.2024)	✓ Presentation at Policy conference Organization of online events & meetings for transfer of best practices	UNIRI/FIDIT UL, UNIRI, HZS	Live event Hybrid event
M24 (12.2024)	✓ Organisation of award ceremony for young leaders ✓ E-newsletter #2 E-newsletter #4 ✓ Organization of online events & meetings for transfer of best practices Organization of Meetup & Innovation breakfast	UL, UNIRI UL, UNIRI UL, UNIRI UL, UNIRI UL, UNIRI, HZS	Online event INNO2MARE website Email PPs social medias Hybrid event, Online event Hybrid event
M26 (02.2025)	✓ Career connector platform design, development ✓ E-Factsheet #1	UL, STEP RI, MCoE UL	INNO2MARE website External websites offering this INNO2MARE website
M27 (03.2025)	✓ E-newsletter #3	UL	INNO2MARE website Email PPs social medias

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M28 (04.2025)	Organization of online events & meetings for transfer of best practices	UL, UNIRI, HZS	Hybrid event
M29 (05.2025)	✓ Presentation at Policy conference ✓ E-newsletter #4 ✓ Organization of online events & meetings for transfer of best practices ✓ E-brochure #3	UL, UNIRI, UA UL UL UNIRI / STEP RI UL, UNIRI	Live event INNO2MARE website Email Social medias Online event INNO2MARE website Emails PPs social medias
M30 (06.2025)	✓ Organization of Meetup & Innovation breakfast ✓ Public session ✓ Organization of online events & meetings for transfer of best practices (2 events) E-newsletter #5	UL UL UL UL, UNIRI	Hybrid event (online and live) Live Live INNO2MARE website Email PPs social medias

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6 CONCLUSION

The Dissemination, Exploitation, and Communication Plan (DECP) establishes a comprehensive and dynamic framework that supports the INNO2MARE project's mission to strengthen cross-border maritime innovation ecosystems in Western Slovenia and Adriatic Croatia. Through clearly defined objectives, methodologies, and coordinated actions, the plan ensures that communication, dissemination, and exploitation activities are systematically implemented and continuously improved throughout the project's lifecycle.

By integrating tailored strategies for various stakeholders — including policymakers, research institutions, industry partners, and civil society — the DECP facilitates broad awareness, collaboration, and uptake of the project's Key Exploitable Results (KERs). The structured approach to communication across digital, traditional, and event-based channels guarantees transparency, visibility, and impact at both regional and European levels.

The plan also establishes clear performance indicators and partner responsibilities, ensuring accountability and alignment with project goals. Its iterative nature allows for updates in response to emerging opportunities, challenges, and technological developments within the maritime innovation ecosystem.

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ANNEXES

Annex I: Branding Guide

Annex II: INNO2MARE 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

Annex VII: Website POST template

Annex VIII: Dissemination Table for Website and Social Media News and articles

Annex IX: Pilot projects E-brochure template

Annex X: E-Newsletter template

Annex XI: E-Factsheet 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 3: Dissemination and communication KPIs for UL. The partners monitor the KPIs in Excel sheet on Ms Teams Share point repository.

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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

2025/06/30 by University of Ljubljana
Version 2.0

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).

1.3 Black LOGO for white or light background

The black **Inno2MARE** logo is the primary version intended for use on **light backgrounds**, especially **white surfaces**. It is suitable for **all types of communication and presentation materials** where clear and professional project recognition is required.

Permitted usage:

- official project website,
- social media posts (e.g., Twitter/X, LinkedIn, Facebook),
- report and project document templates (e.g., deliverables, technical reports),
- presentations (PowerPoint, PDF),

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- conference papers, posters, and publications,
- email signatures and document headers.

Guidelines:

- The logo should always be used on **light or white backgrounds** to ensure sufficient contrast and optimal readability.
- Use of the black logo on dark or colorful backgrounds is **not allowed**—in such cases, a white or colored version of the logo should be used (if available).
- Do not modify, stretch, rotate, or add visual elements to the logo.
- Maintain appropriate clear space around the logo (at least the height of the "I" in the logo) to ensure visual clarity.

For any exceptions or special use cases, the partners should contact the project's communication team, in this case UL.

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.

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.

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#1F4E79 #2E75B6 #9DC3E6 #BDD7EE #DEEBF7

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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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 II: PowerPoint presentation

2025/06/30 by University of Ljubljana
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DRIVING INNOVATION FOR GREEN, DIGITAL, AND SMART MARITIME ECOSYSTEMS

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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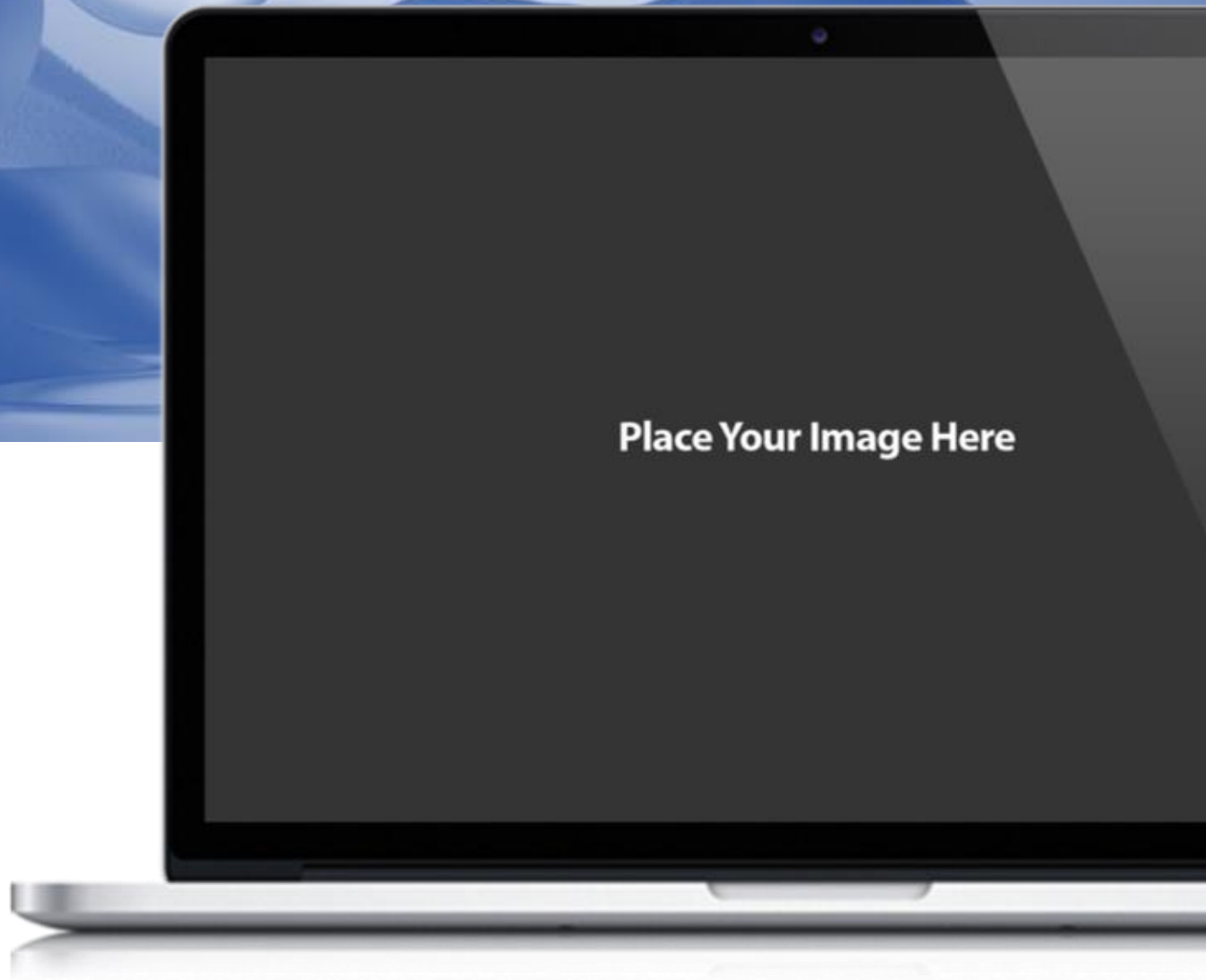
SECTION TITLE

Section description (optional)


inno2mare


Place Your Image Here

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Coordinator:

UNIVERZA V LJUBLJANI
University of Ljubljana

Iskra

DIGITEH
DIGITALIZATION OF PRODUCTION PROCESSES

BSC
Business Support Centre Kranj
Regional Development Agency of Gorenjska

ASSOCIATION FOR TECHNICAL CULTURE OF SLOVENIA

UNIRI

University of Rijeka
FACULTY OF MARITIME STUDIES

RITEH

STEPRI

METAL SHARK
CROATIA

MCE

regional development agency

CTK
CENTAR TEHNIČKE KULTURE RIJEKA

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Antwerp Maritime Academy

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DISSEMINATION, EXPLOITATION AND COMMUNICATION PLAN – FIRST VERSION

Deliverable 7.1: Annex III: Letterhead Template

2023/06/29 by University of Ljubljana
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.

- Lorem ipsum dolor sit amet, consectetur adipiscing elit.
- Lorem ipsum dolor sit amet, consectetur adipiscing elit.
- Lorem ipsum dolor sit amet, consectetur adipiscing elit.

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DISSEMINATION, EXPLOITATION AND COMMUNICATION PLAN – FIRST VERSION

Deliverable 7.1: Annex IV: Press Release Template

2023/06/29 by University of Ljubljana
Version 1.0

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.

- Lorem ipsum dolor sit amet, consectetur adipiscing elit.
- Lorem ipsum dolor sit amet, consectetur adipiscing elit.
- Lorem ipsum dolor sit amet, consectetur adipiscing elit.

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Deliverable 7.1: Annex V: Email Signature Template

2023/06/29 by University of Ljubljana
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INNO2MARE Signature add-on template:

Footnote of the email signature

https://www.inno2mare.eu/

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Example:

Logo

1.1.1 John Smith
Manager
Company
Proud member of

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

https://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					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					
21					

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DISSEMINATION, EXPLOITATION AND COMMUNICATION

Deliverable 7.1: Annex: Website POST Template

2024/02/23 by University of Ljubljana
Version 1.0

The required sections to POST different news and announcements in the inno2mare website.

1. **Title of the Post**

   [Example: Partner meeting and Innovation breakfast]

2. **Date of the post** (for the announcements before event, for already executed events after the event)

   [Example: 19.9.2023]

3. **Choose the category** (mark bold text):

   Newsletter, E-newsletter
   Brochure, E-brochure
   Factsheet, E-factsheet
   Video
   Public session
   Award ceremony
   R&I popularisation event (Makeathons, Workshops, Trainings, …)
   Meetup & Innovation breakfast **[Example]**
   Scientific & tech conference
   SCI Articles
   Policy conference

4. **Featured image**

   The image is used as front picture of the news. Please use .png, .jpg image format, quality at least 300x300 dpi.

   [Example of POST with featured image:]

Partner meeting and Innovation breakfast as part of the INNO2MARE project held in Rijeka

by Coordinator | Sep 19, 2023 | Events

read more

Please send original picture by email to marko.simic@fs.uni-lj.si or upload it to dedicated Share point location under WP7 / T7.1 / INNO2MARE_Website / [new

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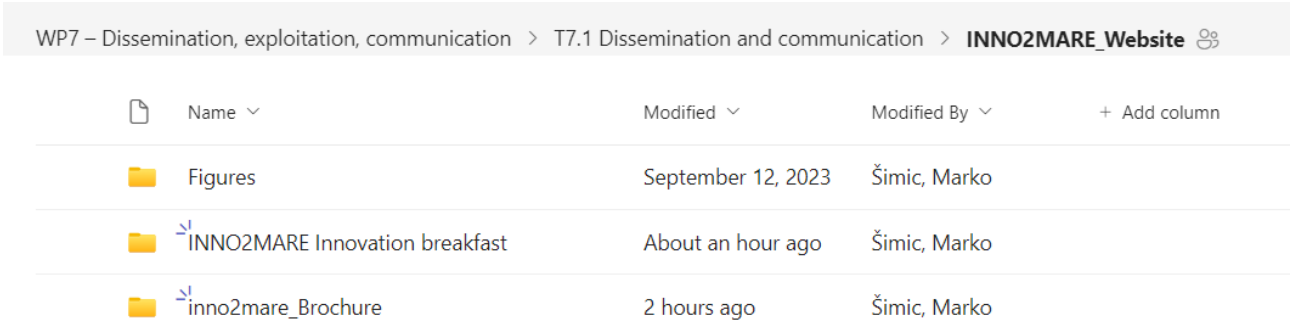
folder for new News, announcement] and provide link to this folder. Name it "Featured image".

[Example for dedicated folder, inno2mare_Brochure, …]



[Example of an image:]

5. Description of the post, text

[Example: INNO2MARE consortium meeting and Innovation breakfast event – on Thursday 14th September a partner meeting was held, and on Friday 15th partners gathered at the Innovation Breakfast which was held at the Campus of University of Rijeka.

Partners spent two days actively thinking about their pilot projects, all the activities that await the next period of project implementation…]

6. Gallery of images, pictures, send by email.

Choose up to 10 best pictures and send original picture by email to marko.simic@fs.uni-lj.si or upload it to dedicated Share point location under WP7 /

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T7.1 / INNO2MARE_Website / [new folder for new News, announcement] and provide link to this folder. Name them as “Gallery_1, Gallery_2, ….”.

7. **Publication of POST**

   The News or other material will be published based on data from 1 to 6 on inno2mare website under the section Latest News and Announcements.

8. The POSTs from website are also potential material for the publication on Social medias inno2mare LinkedIn and Facebook. The description text may be shorter to highlight only the main, interesting part.

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DISSEMINATION, EXPLOITATION AND COMMUNICATION PLAN – FIRST VERSION

Deliverable 7.1: Annex VIII: Dissemination Table for Website and Social Media News/Articles

2024/09/20 by University of Ljubljana
Version 1.0

Responsible for Preparing a dissemination material for Website and Social Media Posting

Table below specifies which project partners (PP) will prepare dissemination materials for publication, mostly articles that can be uploaded to News section.

It outlines the planned activities on a monthly and weekly basis for INNO2MARE partners. The table bellow shows example for Months from January to April 2025.

Month	Jan	Jan	Jan	Jan	Feb	Feb	Feb	Feb	Mar	Mar	Mar	Mar	Apr	Apr	Apr
Week	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12	W13	W14	W15	W16
UL	Article														
ISKRA		Article													
DIGITEH			Article												
BSC				Article											
ZOTKS					Article										
UNIRI						Article									
PFRI							Article								
RITEH/FIDIT								Article							
STEP RI									Article						
MS TECH D.O.O.										Article					
MCoE											Article				
PRIGODA												Article			
CTK RIJEKA													Article		
UA														Article	
HZS															Article

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DISSEMINATION, EXPLOITATION AND COMMUNICATION PLAN – FIRST VERSION

Deliverable 7.1: Annex IX: Pilot projects E-brochure

2025/06/30 by University of Ljubljana
Version 1.0

PARTNERS

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University of Antwerp

Antwerp Maritime Academy

INSTITUTION REGIONAL ENERGY AGENCY KVARNER

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The INNO2MARE project has received funding from the HORIZON.4.1 - Widening participation and spreading excellence under Grant Agreement No 101087348.
Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or European Research Executive Agency (REA). Neither the European Union (EU) nor the granting authority can be held responsible for them.

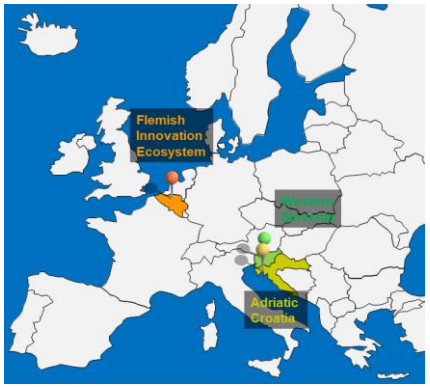
CONTACT

https://www.inno2mare.eu/

www.linkedin.com/inno2mare

www.facebook.com/inno2mare

https://x.com/INNO2MARE



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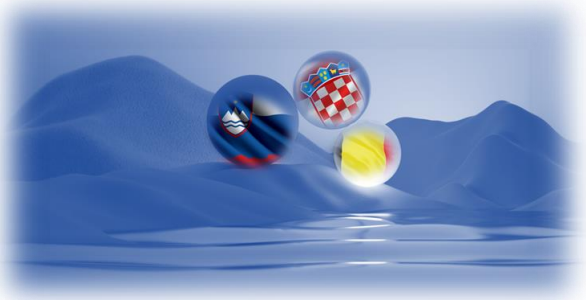

INNOVATIVE SOLUTIONS FOR A SAFER AND SUSTAINABLE MARITIME TRANSPORT

PILOT PROJECTS 1/2/3

Title of Pilot project

QR code

www.inno2mare.eu

PILOT PROJECT
Title of Pilot project

Introduction, description of Pilot project

Potential pictures

Progress of Pilot project:

- **Aaaaa**.
  - **A**
  - A.
  - **A**.
- **Aaaaa**.
  - **A**
  - A.
- **Aaaaa**.
  - **A**
  - A.
- **Aaaaa**.
  - **A**
  - A.
- **Aaaaa**.
  - **A**
  - A.

Our Focus Moving Forward:

- A
- **B**
- **C**

Potential pictures

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DISSEMINATION, EXPLOITATION AND COMMUNICATION PLAN – FIRST VERSION

Deliverable 7.1: Annex X: E-Newsletter

2025/06/30 by University of Ljubljana
Version 1.0

Title 1 [Calibri, size 18]

Content 1, the with of the content column is 8.3 cm, the font Calibri, size 14, location of the upper bracket 0,7 horizontal, 4,2 vertical

Content 1, the with of the content column is 8.3 cm, the font Calibri, size 14, horizontal location 10

Picture 1 Please fill free to put the pictures anywhere between the content.

Title 2 [Calibri, size 18]

Content 2, the with of the content column is 8.3 cm, the font Calibri, size 14, horizontal location 0,7

Content 1, the with of the content column is 8.3 cm, the font Calibri, size 14, horizontal location 10

Picture 1 Please fill free to put the pictures anywhere between the content.

Content 1, the with of the content column is 8.3 cm, the font Calibri, size 14, horizontal location 10

Picture 1 Please fill free to put the pictures anywhere between the content.

Title 1 [Calibri, size 18]

Content 1, the with of the content column is 8.3 cm, the font Calibri, size 14, location of the upper bracket 0,7 horizontal, 4,2 vertical

Content 1, the with of the content column is 8.3 cm, the font Calibri, size 14, horizontal location 10

Picture 1 Please fill free to put the pictures anywhere between the content.

Title 2 [Calibri, size 18]

Content 2, the with of the content column is 8.3 cm, the font Calibri, size 14, horizontal location 0,7

Content 1, the with of the content column is 8.3 cm, the font Calibri, size 14, horizontal location 10

Picture 1 Please fill free to put the pictures anywhere between the content.

Content 1, the with of the content column is 8.3 cm, the font Calibri, size 14, horizontal location 10

Picture 1 Please fill free to put the pictures anywhere between the content.

Title 1 [Calibri, size 18]

Content 1, the with of the content column is 8.3 cm, the font Calibri, size 14, location of the upper bracket 0,7 horizontal, 4,2 vertical

Content 1, the with of the content column is 8.3 cm, the font Calibri, size 14, horizontal location 10

Picture 1 Please fill free to put the pictures anywhere between the content.

Title 2 [Calibri, size 18]

Content 2, the with of the content column is 8.3 cm, the font Calibri, size 14, horizontal location 0,7

Content 1, the with of the content column is 8.3 cm, the font Calibri, size 14, horizontal location 10

Picture 1 Please fill free to put the pictures anywhere between the content.

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Content 1, the with of the content column is 8.3 cm, the font Calibri, size 14, horizontal location 10

Picture 1 Please fill free to put the pictures anywhere between the content.

Partners

Coordinator:

UNIVERZA V LJUBLJANI
University of Ljubljana

Iskra DIGITEH BSC Business Support Centre Kranj ASSOCIATION FOR TECHNICAL CULTURE OF SLOVENIA

UNIRI University of Rijeka FACULTY OF MARITIME STUDIES RITEH STEPRI METAL SHARK

MGE regional development agency CTK University of Antwerp Antwerp Maritime Academy

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DISSEMINATION, EXPLOITATION AND COMMUNICATION PLAN – FIRST VERSION

Deliverable 7.1: Annex XI: E-Factsheet

2025/06/30 by University of Ljubljana
Version 1.0

Factsheet #1

inno2mare

Driving Innovation for Green, Digital, and Smart Maritime Ecosystems

- **Title 1 [Calibri, size 14]**

Content 1, the font Calibri, size 12

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- **Title 2 [Calibri, size 14]**

Content 2, the font Calibri, size 12

Funded by the European Union

- **Title 3 [Calibri, size 14]**

Content 3, the font Calibri, size 12

Funded by the European Union

- **Title 4 [Calibri, size 14]**

Content 4, the font Calibri, size 12

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