This project has received funding from the European Union’s Seventh Framework Programme for research, technological development and demonstration under grant agreement no 607821.
# Document History

*Table 1 Document history*

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<tr>
<th>Data</th>
<th>Version</th>
<th>Chapters affected</th>
<th>Description of change</th>
<th>Author</th>
<th>Document Status</th>
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<tr>
<td>06.12.2014</td>
<td>0.1</td>
<td>Chapter 5</td>
<td>Mistake in the classification of Consortium members corrected.</td>
<td>Frank Wilson, SSV</td>
<td>Version 0.2</td>
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<tr>
<td>08.12.2014</td>
<td>0.1</td>
<td>ToC, chapter 2.2.4.</td>
<td>Remarks on text formatting, missing information in the classification of target audience added.</td>
<td>Justyna Jurczak, WSPOL</td>
<td>Version 0.2</td>
</tr>
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<td>10.12.2014</td>
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<td>Linguistic remarks, missing references added.</td>
<td>Jana Mauthner, USTUTT</td>
<td>Version 0.3</td>
</tr>
<tr>
<td>17.12.2014</td>
<td>0.3</td>
<td>The whole document</td>
<td>Linguistic remarks, information about dissemination activities and cooperation with EU projects completed, appendix added.</td>
<td>Tom Flynn, SAADIAN</td>
<td>Version 0.4</td>
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<tr>
<td>22.1.2014</td>
<td>0.4</td>
<td>The whole document</td>
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<td>Önder ALTAN, ASELSAN</td>
<td>Version 1.0 Final</td>
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### Document Reviews

The following table gives an overview of all document reviews.

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<thead>
<tr>
<th>Date</th>
<th>Version reviewed</th>
<th>Remarks, Corrections</th>
<th>Reviewer</th>
<th>New Status</th>
</tr>
</thead>
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<td>22.12.2014</td>
<td>0.4</td>
<td>The whole document</td>
<td>Önder ALTAN, ASELSAN</td>
<td>Version 1.0</td>
</tr>
</tbody>
</table>
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Executive Summary

The deliverable presents dissemination plan and strategy. The term 'Dissemination' refers to providing the information about the project to stakeholders, who are not members of the Consortium, about project status. A special attention was given to create a clear dissemination strategy. Simultaneously, all of those efforts can be simply summarised in the six-step process:

1) Splitting dissemination activities into 4 stages.
2) Defining a set of dissemination tools and scope of responsibilities.
3) Defining target audience.
4) Finding efficient dissemination channels.
5) Defining indicators of dissemination success.
6) Evaluation of results and performing corrective actions.

First three steps should be considered as one-off actions (although some modifications are possible during the project), and the next three as cyclic and iterative. All tasks that should be taken during dissemination of SECTOR project results are split into four stages (Initial, Mid, Advanced, and Final). Along with the project progress, dissemination activities will be intensified.

Classification of the end users on the basis of the EU Community of Users classification, however, has been slightly modified (two groups were merged) according to the specificity of dissemination actions. SECTOR end users include: 1) Policy Makers, 2) Scientist and Industry, and 3) Operational Units.

The main criterion of selection appropriate communication channels was the availability of target audience and its relevance for SECTOR project. The relevant dissemination means are e.g. website, e-newsletter, project leaflet, conferences, relevant journals and also Web 2.0 tools like Twitter and LinkedIn Group. Set of good practices and errors to avoid as well as challenges and necessary abilities are described.

Also exploitation plan was defined and it has a similar stages as the dissemination plan. The first exploitation of project results will be realised by the project partners. The Consortium has been built around a core of leading industrial groups in the crisis management sector (SESMA, THALES, EGEOS and ASELSAN). 2 SMEs (ITTI, and SAADIAN) are also partners of the project, and will exploit the project results benefitting by the collaboration established with major industrial groups and end-users of SECTOR. The exploitation from project partners will take advantage of the trends regarding the global crisis management market.
Definitions, Acronyms and Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIS</td>
<td>Common Information Space</td>
</tr>
<tr>
<td>CoU</td>
<td>Community of Users</td>
</tr>
<tr>
<td>DoW</td>
<td>Description of work</td>
</tr>
<tr>
<td>WP</td>
<td>Work package</td>
</tr>
</tbody>
</table>

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1 Introduction

1.1 Document Scope

Chapter 2 describes the process of creating dissemination strategy with the basic scope of responsibilities among the Consortium members. Furthermore, target audience is defined as well as the dissemination means, which will be used to reach it.
Chapter 3 provides brief information about tools which will be used during the project lifecycle for dissemination purposes. Also some good practices of managing content in social media (Web 2.0), challenges and errors which should be avoided are described in this chapter.

Chapter 4 contains measurable and realistic indicators of dissemination plan.

Chapter 5 focuses on Consortium members’ exploitation activities.

1.2 Deliverable Description

According to DoW (Initial dissemination and exploitation plan), the document will describe the work to be done in the field of dissemination before the accomplishment of evaluation activities. Once pointed out, the dissemination plan includes the project’s web portal and the other methods, which will be developed during the writing process of this document. Also a first, preliminary plan for the exploitation of the expected results will be created. All industrial partners will be in charge of defining the exploitation plan for the potential market.

2 Dissemination Plan and Strategy

Dissemination and Exploitation Plan is necessary to build awareness of a project results and maximize its commercial exploitation potential.

This chapter describes how the dissemination strategy has been developed, its main stages and priorities. Moreover, specification of target audience and scope of the responsibilities are provided. Dissemination concerns the stakeholders who are not members of the Consortium but might be interested in the project.

2.1 Creating Dissemination Strategy Process

As it is stated in the DoW, dissemination is one of the most important objectives of the SECTOR project. For this reason, a special Dissemination and Exploitation Board was established.

A special attention was given to the creation of a clear dissemination strategy. All of those efforts can be simply summarised in the six-step process. First three steps (Figure 1) should be considered as one-off actions (although some modifications are possible during project), and the next three (Figure 2) as cyclic and iterative. The dissemination strategy comprises the following steps:

1) Splitting all dissemination activities taken during 3 years of the project duration into 4 main stages, during which main effort will be put into different aspects (according to different goals) and different means will be used.

2) Defining the communication strategy and a set of communication & dissemination tools as well as the scope of responsibilities within the Consortium.
3) Defining target audience to which information about project and its results should be communicated.

4) Finding efficient dissemination channels and tools that should be used to reach each group of target audience.

5) Defining indicators of dissemination’s success to be able to measure its progress.

6) Evaluating results & performing corrective actions - measuring the efficiency of the dissemination strategy and on the basis of the results– apply corrective actions (if needed).

As it has been mentioned at the beginning of the chapter, it is a cycle-process from the fourth step on. All indicators should be monitored regularly to measure the dissemination progress on an ongoing basis, which would allow for timely reactions. If evaluation results show that some methods or communication channels are not
efficient enough, necessary changes will be provided. This process needs to be iterative and cyclic to guarantee better quality of dissemination activities.

2.2 Dissemination Stages and Main Priorities

All tasks that should be taken during dissemination of SECTOR project results are split into four stages. Along with the project progress, dissemination activities will be intensified. The scope of work is presented in Figure 3.

<table>
<thead>
<tr>
<th>Initial stage</th>
<th>Mid stage</th>
<th>Advanced stage</th>
<th>Final stage</th>
</tr>
</thead>
<tbody>
<tr>
<td>(6 months)</td>
<td>(18 months)</td>
<td>(30 months)</td>
<td>(36 months)</td>
</tr>
</tbody>
</table>

- Website
- Collecting the audience - Twitter, LinkedIn Group
- Communication material: leaflet, website, etc.
- Press release on project objectives
- Website content update
- Communication at international events
- Awareness campaign (network) - Twitter, LinkedIn
- Press release on project objectives
- First conferences, papers
- Workshop with end users
- Website update with public deliverable
- Presentation at international events
- Publication of papers and articles
- Twitter, LinkedIn Group - sharing results
- Website updated with public deliverable
- Presentation at international events
- Realisation of workshops
- Publication of papers and articles
- Press release for wider public

![Figure 3 Dissemination stages](image)

Each stage has different goals and uses different tools (or the same tools but in different) to achieve them.

The initial stage of dissemination lasts 6 months and focuses more on planning activities, which are described in chapter 2.1. Furthermore, promoting materials are developed in this stage for wide distribution for the full duration of the project. Social media, in this phase, are used mainly to collect the audience. Since there is not much to communicate about the project results, the social media related activities will be focused mainly on sharing interesting news in the field of crisis management, ICT, disasters and other related and building up interest in the project. The key point is to make the project website and social media ‘worth following’.

Mid stage, which lasts 12 months (M7-M18), continues actions carried out during the initial stage – attracting targeted audiences. The audience might be also invited for
end-users workshops, where user requirements could be gathered. Therefore, the development of synergised close cooperation with WP3 is an integral part of our strategy.

In the mid stage of dissemination, information about SECTOR will start to be shared among scientific community. Project-related papers will be presented during international thematic conferences. At the same time website will be continuously updated. We also plan to further engage with relevant projects supported by the Commission for the greater exchange of knowledge and understanding. One relevant project relating to crisis management that the Commission is promoting under the Community of User initiative, which was launched in November 2015 in Brussels is the DRIVER project (http://driver-project.eu/). DRIVER embraces the challenges of developing a pan-European test-bed of virtually connected exercise facilities and crisis laboratories; consequently developing a portfolio of crisis management tools and creating a common understanding of crisis management across Europe within a community of crisis management practitioners, policy makers, technology suppliers and citizens. The SECTOR Consortium will engage in particular with this project.

Around month 19, the advanced stage will begin. It will last until month 30. In this stage most of the scientific work will have already been done, engagement with other European projects will have been commenced, user groups will have been established, therefore selected public deliverables will have already been published on the project website. Social media will be still used for collecting audience, however, it is assumed that most of the desired community will have already been reached until then. More effort will be put into the participation in conferences and publication of scientific papers. Operational units will be consulted during platform development for two reasons: to get professional knowledge necessary to create a system, which is useful and needed as well as to keep them interested and well informed in the project.

The final stage is located in the last six months of the project. A great deal of effort will go into realisation of the workshops and system demonstrations. Communities that will be targeted at this stage include policy makers and operational units, as they are supposed to be main system users. However, scientific and industrial target groups will also be reached as they might consider SECTOR findings interesting for further research in the crisis management field.
2.3 Consortium responsibility for dissemination activities

All members of the Consortium will be engaged in dissemination of SECTOR results by presenting the findings at conferences, participating in workshops, networking, updating their organisation website, etc.

For some activities the specific partner will be responsible:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsible partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Designing project website</td>
<td>ITTI</td>
</tr>
<tr>
<td>Updating website by adding news about the project</td>
<td>ITTI</td>
</tr>
<tr>
<td>Papers, articles</td>
<td>All partners</td>
</tr>
<tr>
<td>Keeping personal contacts (e.g. e-mails) up-to-date, joining network groups</td>
<td>All partners</td>
</tr>
<tr>
<td>Press releases</td>
<td>All partners</td>
</tr>
<tr>
<td>Event participation</td>
<td>All partners</td>
</tr>
</tbody>
</table>
## 2.4 Classification of target audience

Below our classification of the target audience is declared. It is based on the EU Community of Users classification; however, it has been slightly modified (two groups were merged) according to the specificity of dissemination actions. Accordingly, the main three groups of the end-users can be identified:

1) **Policy-makers**: politicians, ministers, department’s directors, governance crisis management centres, etc. They are probably the audience, which is the hardest to reach, due to their lack of time and the fact that face-to-face meetings might not be easy. However, developed platform (or standards) usage by Operational Units requires strong interest of policy makers on the project findings, because they are going to make decisions about implementation and use of this common management system in their country.

2) **Scientists and industry**: universities, research institutes, companies which specialise in crisis management field, as well as the representatives of other, similar EU projects. Reaching them might be especially important to provide high-scientific and commercial value of the project and to get a set of ‘good practices’ in crisis management field to consider. They might also share interesting contacts from industrial and operational units’ communities.

3) **Operational Units**: first responders, emergency services, civil protection units and NGOs. This is one of the most important groups, with which a close

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsible partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaflet</td>
<td>Saadian</td>
</tr>
<tr>
<td>Providing newsletter</td>
<td>Each partner should provide addresses of at least 10 organisations from target audience which would like to get newsletter. ASELSAN will be responsible for preparing and distributing e-newsletter.</td>
</tr>
<tr>
<td>Twitter</td>
<td>ITTI</td>
</tr>
<tr>
<td>LinkedIn Group</td>
<td>Saadian</td>
</tr>
<tr>
<td>Standardisation</td>
<td>Saadian</td>
</tr>
<tr>
<td>Journalists / editors</td>
<td>Most partners</td>
</tr>
<tr>
<td>Workshops participation</td>
<td>Most partners</td>
</tr>
<tr>
<td>1-to-1 meetings</td>
<td>All partners</td>
</tr>
<tr>
<td>Engagement with other related EU projects</td>
<td>eGeos, ITTI, Saadian</td>
</tr>
</tbody>
</table>

This project has received funding from the European Union’s Seventh Framework Programme for research, technological development and demonstration under grant agreement no 607821.
collaboration will be highly appreciated during the project duration. Their input would help to build the system which is useful and needed. Together with policy makers group this is one of the most important end-users group from the dissemination point of view.

### 2.5 Relevant dissemination means

The main criterion of selection appropriate communication channels was the availability of target audience and its relevance for SECTOR project.

The SECTOR website can be found under [http://fp7-sector.eu](http://fp7-sector.eu). It is hosted on the WordPress platform, which makes it easy to manage, because it is user-friendly and does not require specific skills to supervise it. More information about the website set-up can be found in the deliverable 8.2.
2.5.1 E-newsletter

Releasing e-newsletters will start during the Mid Stage period of the dissemination activities and will be taking place about 4 times during the project lifecycle. All partners will provide e-mail contacts of organisations, which might be interested in SECTOR findings. ASELSAN is responsible for releasing newsletter.

2.5.2 Project leaflet

The project leaflet is one of the dissemination materials, which is meant to be distributed during scientific and industrial conferences, workshops and provided during face to face meetings. It briefly describes the most important SECTOR assumptions and goals.
2.5.3 Conferences

One of the ways to disseminate project is by participating in science and industrial conferences during which information about SECTOR will be shared. In the Table 4 below, the list of the relevant conferences, where the project might be presented can be found. Those are the examples of the relevant conferences to show the field of interest.

<table>
<thead>
<tr>
<th>Conference name</th>
<th>Webpage</th>
<th>Date and location</th>
</tr>
</thead>
<tbody>
<tr>
<td>11th International Conference on Damage Assessment of Structures</td>
<td></td>
<td>Ghent University, Belgium</td>
</tr>
<tr>
<td>Conference name</td>
<td>Webpage</td>
<td>Date and location</td>
</tr>
<tr>
<td>-----------------------------------------------------------</td>
<td>-------------------------------------------------------------------------</td>
<td>----------------------------------------</td>
</tr>
<tr>
<td>Security and Research</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conference held by the Fraunhofer Group for Defense and</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Security</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="http://www.security-essen.de/impetus_provider/">http://www.security-essen.de/impetus_provider/</a></td>
<td>September 27-30, 2016 Essen, Germany.</td>
</tr>
<tr>
<td><strong>European Civil Protection Congress</strong></td>
<td><a href="http://www.civil-protection.com/Home/">http://www.civil-protection.com/Home/</a></td>
<td>Date tbd. Bonn, Germany.</td>
</tr>
<tr>
<td>Interoperability and collaboration of crisis management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>and research</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>European Intelligence and Security Informatics</strong></td>
<td><a href="http://www.eisic.eu">http://www.eisic.eu</a></td>
<td>07-09 September, 2015 Manchester, UK.</td>
</tr>
<tr>
<td>Conference (EISIC)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(ISCRAM)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>International Conference on Knowledge Engineering and</strong></td>
<td><a href="http://www.keod.ic3k.org">http://www.keod.ic3k.org</a></td>
<td>12-14 November, 2015 Lisbon, Portugal.</td>
</tr>
<tr>
<td><strong>Ontology Development (KEOD)</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2.5.4 Relevant journals

Also journals and post-conference papers are planned to be used to disseminate the project. In the Table 5 below, the list of the relevant journals, where the project might
be presented can be found. Those are the examples of the relevant journals to show the field of interest.

### Table 5 List of the relevant journals

<table>
<thead>
<tr>
<th>Journal Name</th>
<th>Webpage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crisis Prevention</td>
<td><a href="http://crisis-prevention.de/">http://crisis-prevention.de/</a></td>
</tr>
<tr>
<td>Civil Protection</td>
<td><a href="http://www.bbk.bund.de/DE/Service/Publikationen/BS-Magazin/BS-magazin_node.html">http://www.bbk.bund.de/DE/Service/Publikationen/BS-Magazin/BS-magazin_node.html</a></td>
</tr>
<tr>
<td>Journal of International Organisation</td>
<td><a href="http://journal-iostudies.org/">http://journal-iostudies.org/</a></td>
</tr>
<tr>
<td>Journal of Disaster Prevention and Management</td>
<td><a href="http://www.emeraldgrouppublishing.com/products/journals/journals.htm?id=dpm">http://www.emeraldgrouppublishing.com/products/journals/journals.htm?id=dpm</a></td>
</tr>
<tr>
<td>Security Informatics</td>
<td><a href="http://www.security-informatics.com">http://www.security-informatics.com</a></td>
</tr>
</tbody>
</table>

#### 2.5.5 Public deliverables

During SECTOR project some deliverables will be shared and made available for the wider public. Abstracts of those deliverables will be published on the project website, while full texts could be downloaded from the website.

#### 2.6 Web 2.0 communication channels

According to the theory of innovation, four elements enable the idea to spread information: innovation, communication channels, time, and a social system. Possibilities from the use of Web 2.0, connected with new communication channels and creating social systems (networks) with relevant small amount of time, make sharing the innovation of project results much easier.

Tools of Web 2.0 enable bilateral communication between author of a massage (sender) and recipient. In this concept the recipient is not only a passive reader of news, but they can also react to it in real time. Growing a community around a particular subject (social network), which would be interested in it and actively participate in generating content is the key idea. Information is created and flows in real time can be spread among wide audience in a very short time. Web 2.0 is

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constituted by three components: information, social interaction and collaboration. It provides a lot of opportunities for dissemination (e.g. customer engagement, direct customer communications, market research, etc.), but also a lot of challenges.

2.6.1 Challenges and necessary abilities

Providing a good dissemination campaign, based on Web 2.0 tools requires certain skills. Mainly, they concentrate on:

- **Social and communication skills.** The most general, but also one of the most important requirements. Contact with people requires flexibility and adequate, fast reaction. It is also recommended to have practice or educational degree in fields like: communication, sales and marketing, new media or advertising. High level of social and communication skills also refer to fluency in English which stimulates participation and ability to create interesting, user-immersive content, which will engage social network.

- **High level of knowledge about project:** is important to avoid providing any incorrect information which, in Web 2.0, travels really fast, even without author’s awareness or contribution, as it may be impossible to fix damages it may cause.

- **Peaceful character with ability to listen:** arguments or misinterpretation might happen and then it is important to keep calm and gently explain everything, without skipping any issue.

- **Helpfulness & problem solving capacity:** sometimes users may require help or clarification.

2.6.2 Good practices

Generally speaking, all good practices on Web 2.0 are based on: listening, answering, and interacting (networking). Although to be in line with those practices, the specify actions should be implemented in communication strategy:

- **Monitoring of the Web content.** Staying informed and reacting fast to eventually unfavourable opinions is the necessity in the era of Web 2.0. Well conducted web-monitoring is about the realisation of the good practices set: firstly to listen to people’s opinions about SECTOR and secondly to be able to communicate with them in the right time as well as to give them needed content, and therefore, thirdly to create the network. Google Analytics tool will be used for those purposes.

Another tool that can be used is **Google Alerts**. Using tools like this prevents eventual social media crisis by quickly reacting to it. Another its advantage is

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3 [http://www.google.pl/alerts?hl=en](http://www.google.pl/alerts?hl=en)
streaming information from different sources in one place, which simplify work with social-media and saves time.

- **Awareness about SECTOR project.** Staying informed about the progress, being aware about what is currently being developed. The point is to build a social network conviction that the official project dissemination channels are the source of the most actual and most trusted information.

- **Finding the set of adequate media.** Being in social media does not mean obligation to be active in every channel. It is necessary to identify the target audience and locate them (or even- let them find SECTOR project by themselves by creating interesting content) and communicate with them.

- **Reaching the opinion leaders.** To spread innovation effectively it is important to reach the right group of people – opinion leaders. Due to that, with a relatively small effort, project results can reach great audience (according to the statistics – about 10% of Twitter users create content that is reproduced (*retweeted*) creating about 90% of Twitter content).

These are the most basics rules that should be monitored. In a more general point of view, the key points concern remembering social aspect of this channel, not to forget, that most of all, it is a conversation tool – it is about talking to people. Thus, the following steps have to be undertaken necessarily:

- Responding to tweets, comments and other activities in no time.
- Reacting to every eventual negative comments (deleting them is unacceptable).
- Delegating person (team) responsible for managing social media, who is prepared for communication-crisis situations (in SECTOR: ITTI and SAADIAN).
- Inviting customers to contact us through private or public channels.

### 2.6.3 Errors to avoid

While traditional media is based on the one-side communicational model (receiver has limited opportunities to comment or react, and their reaction is always late), in the new media receivers can react immediately. Although there are a lot of possibilities (which are described in the previous chapter), there are also risks, which should be avoided. First of all, deleting uncomplimentary comments or ignoring them cannot ever happen and that should be the principal rule. Other errors include:

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4 Social Market Analytics: *Harness the Power of Social Media Intelligence*, January 201. Link: [https://www.socialmarketanalytics.com/pdfs/SMA_FAQ_PDF.pdf](https://www.socialmarketanalytics.com/pdfs/SMA_FAQ_PDF.pdf)

• **Staying silent**: whenever eventual problems arise, we should react to them by communicating with audience. All comments should be taken into account, it is essential to maintain a dialogue. No negative comment about the project should be ever deleted. Of course, if some comments contain inflammatory language or attack someone personally, deleting is acceptable.

• **Not checking the network**: being active and preparing updates regularly is really important, if we want to get active audience. We should keep them informed and stay informed (by tools which allow to monitor the network).

### 2.6.4 Twitter and LinkedIn Group

The Twitter account and LinkedIn Group are considered as the main spaces, where potential end users could get information about project existence. They also will have the opportunity to provide comments, which might be further discussed during teleconferences. It is planned that with the help of those channels SECTOR is going to reach a greater audience. During the first two stages of dissemination, Twitter and LinkedIn Group activities will mainly focus on the gathering of audience by providing interesting content in the field related to crisis management, disaster preparedness, etc. The content for these activities will primarily be driven by the end users participating in the project and potentially through the engagement with members of the end user group. The main goal of those two stages is to start being considered as a source which is worth following and checking. In the third and fourth phase, those activities will start to be more about sharing results of the project to the already gathered audience. In the beginning, main efforts will be putted into sharing more general, but interesting information about fields related to the project interest. Then, when the SECTOR will be able to present first results, they are going to be presented by those media.
This project has received funding from the European Union’s Seventh Framework Programme for research, technological development and demonstration under grant agreement no 607821.
3 Indicators of SECTOR dissemination

Monitoring of the dissemination results and setting some goals are important, because otherwise, it will be impossible to evaluate their efficiency and determining, if the strategy was successful or not. Monitoring activities also allow staying focused on plans and checking progress in all tasks, therefore – reacting in the right moment to provide good, high quality results. It is also important for management reasons. Accordingly, to that, work can be adjusted as needed.

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| 1. | Production of relevant articles. Editing activities will be carried out in order to tailor the material to different targets (scientific and industrial). | • ≥ 5 articles  
• ≥ 2 publications |
| 2. | Production of promotion materials with standardised logo and template. | • 1 project logo  
• 1 leaflet  
• ≥ 8 press releases targeted to General Press |
| 3. | A specific Media Plan focused on delivering press releases after the achievement of certain results, and it will be transferred through a set of communication channels such as daily press, paper and on line magazines and newspapers, Local (or national) Radio and TV. | • ≥ 5 press releases published through different vehicles |
| 4. | Scientific publications: peer-reviewed scientific publications, with aim of publishing the results in the best scientific journals and communicate work at leading international conferences. Examples of journals are provided in chapter 2.5.4 | • ≥ 5 peer-reviewed scientific publications  
• ≥ 3 publications published in international journals |
| 5. | The project website | • Project website available at month 4, continuously updated (at least once every two months) |
| 6. | E-newsletter | • ≥200 organisations receiving the e-newsletter communicating project achievements and results |
**4 Exploitation plan**

The first exploitation of project results will be realised by the project partners. The Consortium has been built around a core of leading industrial groups in the crisis management sector (SESM, THALES, EGEOS and ASELSAN). 2 SMEs (ITT, and SAADIAN) are also partners of the project, and will exploit the project results benefitting by the collaboration established with major industrial groups and end-users of SECTOR. The exploitation from project partners will take advantage of the trends regarding the global crisis management market.

In particular:

- **Research centres:** They will exploit the project results, by furthering:
  - Research and development of new interoperability concepts and methodologies;
  - Research and development of new algorithms and theories to predict events outcomes and countermeasures to adopt to face them;
  - Research and development of new theories and methodologies to assess and validate current crisis management systems adopted;
• Define new ambitions of research to improve crisis management ability of Europe.

The points listed above, will be of great importance for the future of crisis management sector, since they will help improving the collaboration among different crisis management organisations (1), react faster and more efficiently to crisis events (2), and evaluate and improve the management system currently utilised (3 & 4). Also the potential new knowledge developed by research centres will be available to other European sector that can benefit from them (ICT sector in general and others).

• **End Users** (Crisis Management Organisations): End users aim at adopting the CIS concept prototype developed in the project and integrate it in their own crisis management systems. The main benefits expected from the adoption of the novel CIS concept are:
  • Shortening reaction times to crisis events and their evolutions;
  • Reduction of costs for crisis management, due to a faster response and a more efficient use of resources;
  • Reduction of crisis events impacts, due to the improved background knowledge and experience acquired by accessing not only the past events data, but also knowledge and expertise coming from different cultural and geographical European regions.

• **Technology providers:** They will use the knowledge acquired in the project to improve their own technologies and propose to crisis management organisations new tools and systems. The CIS concept, the taxonomy and the inventory will surely help technology providers to make their product ready and suitable all over Europe, thus widening their markets and potential clients’ portfolio.

Below, main exploitation interests, expressed by each partner (who are grouped in three categories) are described:

• **Security and IT developing industry:**
  • **e-GEOS** will exploit all its expertise in coordinating GMES and FP7 initiatives and in developing geospatial platforms and web mapping services. Moreover, e-GEOS intends to transfer and enhance the knowledge developed in geospatial production and in rapid mapping and damage assessment mapping activities
  • **ASELSAN** already has a customer base in Turkey including the Ministry of Interior, Turkey and Turkish homeland security thanks to its extensive RTD work on the various aspects of safety, security and crisis management. ASELSDAN foresees other potential but fairly realistic opportunities in the future with these organisations in relation to SECTOR project. An important by product of the SECTOR Project for ASELSDAN will be extending its knowledge and know-how in crisis management security systems. Besides SECTOR’s data set used by first responders and police authorities will
positively affect the company’s consultation and product development activities. Furthermore, the new crisis management model can be applied to new products of ASELSAN.

- **ITTI** – the SECTOR results will be used as an input for further research works done by ITTI at the international and national level and will be also exploited in the educational and trainings activities run by ITTI researchers (e.g. at the Adam Mickiewicz University in Poznan and University of Technology and Life Sciences in Bydgoszcz).

- **SAADIAN** will use the product and validation outcomes of SECTOR to inform our product development roadmap. SAADIAN will aim at building SECTOR compliance into their products (e.g. interfaces), thereby exposing SECTOR to a wider audience. SAADIAN will also seek to maximise relationships with our industry, academic and end user partners to inform our product development and ultimately bring our products to wider markets.

- **SESM** - the enhanced capability to support communication and information sharing between Crisis management units in security crisis scenario, as well as the knowledge related to interoperability of Crisis management units, are the main goals of SECTOR in which SESM is interested in and that will be exploited in the future homeland security systems of SELEX-SI (its main partner).

- **THALES** already plans to exploit the SECTOR results to enhance its emergency and crisis management solutions. The technical developments made by THALES on SECTOR through the connection of IsyProc and OMAR tools may also be integrated within their civil Command and Control solution.

- **Security and IT developing Academia and Research institutes:**
  - **USTUTT** - The University of Stuttgart plans to use the results to engage in scientific and professional discussions on the topic of information sharing and management in crisis organisations. Furthermore, continuation projects might make use of the results developed in this project, allowing for using a good incident data base and crisis management network to build upon.
  
  - **UPVLC** exploitation strategy for the knowledge acquired during its participation in SECTOR will be twofold. On the one hand, the UPVLC Distributed Real Time System Lab (DRTSL) as research and academic partner will improve its skills and knowledge in both, architecture design, communications and situation awareness applications design. With this new knowledge acquired during its participation in SECTOR, DRTSL will update its master classes on tactical communications and on systems architecture generation for the UPVLC students. On the other hand, DRTSL will use the knowledge acquired during its
participation in SECTOR for improving some of the products offered by Tiempo Real Sistemas (TRS) Company. TRS is a small technological company (spin off) lead by the DRTSL members that needs to offer really competitive product to its customers. The impact regarding the DRTSL participation in SECTOR will be large for TRS, since the innovative solutions proposed by SECTOR project will be applied in its developments, especially in the situation awareness applications field, in order to improve these products and making them more competitive in the security market.

- **FOI**, as a non-profit research institute, will focus on the re-use of SECTOR research results for other running or upcoming projects. FOI will also try to publish the project results in scientific journals and conferences, as well as foster discussions for improvements and additions. FOI will also look for other possible application fields that SECTOR can target. A research group on Semantic Interoperability has been active at FOI since 2007, and thereby has built an internationally known profile in that area, which will have huge benefits from the results of SECTOR. Moreover, a successful co-operation with motivated end users, strong universities and worldwide industry leaders will give FOI further business partners and network in order to bring research further into the market.

- **CINI** will leverage project results to gain insights into challenges and technical advances in the design and validation of platforms adopted in crisis management scenarios. Project results will help to identify novel research problems and contribute to improve data analysis techniques and dependability assessment procedures that are currently adopted by CINI in the context of critical software systems. Project activities will possibly improve the international visibility of CINI in the related research communities.

- **IZEW** plans to use the results to engage in scientific and professional discussions on the topic of information sharing, cross border collaboration and management in crisis organisations. Furthermore, continuation projects might make use of the results developed in this project, allowing for using a good incident data base and crisis management network to build upon.

- **Crisis Management Organisations (users):**
  
  - **SSV** will participate to the project to provide end-user requirements in order to obtain better crisis and post-crisis management tools for the future. They will consider the adoption of the total system or system modules as it comes to the market to obtain a better operational picture in crises situations and to improve their operations (as well as safety) in the field.
• **IAEMO** are currently developing a national CIS for Ireland and sees SECTOR as highly complementary to this. IAEMO will seek to leverage their involvement in SECTOR to accelerate the national CIS and to ensure its compliance with the wider SECTOR CIS model. IAEMO will also look to integrate its existing test infrastructure with SECTOR and enhance it as part of its role in the SECTOR demonstration and validation exercises.

• **PSNI** will exploit the results in a number of ways. They will engage with local Non-Governmental Organisations (NGOs), other police partners, and colleagues in the first responder community, promoting the sharing of information. Through the network of law enforcement agencies and partners throughout the first responder community PSNI will take every opportunity at training events and conferences to advise and inform colleagues. Through the exploitation of SECTOR PSNI will be better advised and informed to meet one of the police services main objectives that is the protection of life and property.

• **PAS** participation in That’s Life project will contribute to the research and training conducted by the Academy and providing modern solutions for Polish Police. Outputs of the project will be used both in practical dimension as well as during the lectures and training provided to law enforcement and civilians. PAS is also very interested on creating crowd management tools due to requests made by independent Polish Police authorities. The objective is to provide those solutions with the aim of better crowd management during crisis situations. The intention of PAS is also to establish a cooperation platform for all stakeholders identified. As the Police Academy in Szczytno pays much attention to the appliances of research project outputs in real life, SECTOR project constitute a perfect example of such an attitude.

• **SGSP** participation in this project will provide many interesting results and conclusions to work with the students, cooperation with other rescue services. Practical dimension will be visible during the training and courses provided to crisis management. SGSP is also very interested on creating civilian engineering tools due to improving own tools in many related areas. Our role is to provide different solutions with the aim of better management during crisis situations. The intention of WSPOL is also to establish a cooperation platform for all stakeholders identified.

The scope of work in exploitation activities is presented in Figure 9. It is divided into four main stages and in each of them interaction with stakeholders or end users is required.
During the project specific actions targeted to ensure the correct exploitation of project, results will be realised. The following activities and expected measurable results are planned:

- The definition of all project marketable results, also achieved with the feedback received by the end users. This activity will result in the production of a report outlining the project marketable results, the users’ feedback and high-level drafting of market added-value of each result;
- The commercial exploitation agreement that will be set up and formalised among partner;
- A final exploitation plan, meant as a report integrating the marketable results, the exploitation agreement, and defining the roadmap for exploitation of the project.
5 References

Books and articles
Social Market Analytics: Harness the Power of Social Media Intelligence, January 201. Link: https://www.socialmarketanalytics.com/pdfs/SMA_FAQ_PDF.pdf

Websites
http://www.google.pl/alerts?hl=en
Appendix

Report on the Community of Users Event and requested SECTOR input

Overview of the Community of Users Event

The first conference organised by the European Commission on the Community of Users for emergency, disaster risk management and crisis management was held in Brussels, Belgium on the 24th and 25th November 2014. Participating at the event from the SECTOR project were Ms. Michela Maria Corvino (e-GEOS) and Tom Flynn (SAADIAN) with over 30 leaflets distributed at the event accompanied with SAADIAN Press Release (September 2014 edition). Chaired and hosted by Phillipe Quevauviller (European Commission, DG Migration and Home Affairs) at the BOA Congress, the event brought many experts from first responders, civil protection, researchers, standardisation and policy making together to openly engage and discuss European emergency and crisis management response in the context with European scientific research and policy making. In effect, the event acted as a new springboard for greater community interaction with the experts involved in emergency, disaster, risk and crisis management. Ultimately, the event was established to encourage greater correlation, understanding and transparency between European researchers, projects, responders and policy makers so that better results could be acquired over the coming year for the common good of the European community under the umbrella of the Horizon 2020 framework programme and the tail end of the Seventh Framework programme.

Risks affecting security involve many and various communities covering research, policy and operational actors (i.e. including industry/SMEs, first responders, civil protection units, etc.). While these communities face common features regarding the overall risk management cycle (i.e. from prevention to preparedness, detection, response and recovery), they all have specific needs and practices related to their field operations. In this respect, the proper transfer and implementation of research outputs to them has to be designed in consideration of these specificities. In other words, this diversity of actors requires that dissemination and communication of project results be tailor-made to different sectors and matching policy needs.

Policies and research programming (identification of research topics and programme definition) are designed in a concerted way at European Union level to avoid possible duplications and ensuring best possible complementarily. Although, in practice, policy coordination in operational terms and the synergies among funded research projects are often lagging behind what could be achieved. This is partly due to a lack of a "Community of Users", which would play the role of establishing links among different actors in sectors dealing with emergency, disaster risk management and crisis management.

What is also important when it comes to “Community of Users” is knowledge (information) exchange and sharing the awareness. During the audience interaction session, Tom Flynn spoke about the importance of the need for a common
vocabulary for emergency/disaster risk and crisis management for Europe. Those are the factors which are especially relevant in cross-border crisis situations. We need to get the fundamentals right and we have not yet achieved this regardless of Commission investment. Separately Tom spoke about the need for greater interoperability at all levels - European policy making, operational level in addition to work that is on-going at technical platform and semantic levels. Both remarks were warmly welcomed by the Commission and the participating audiences. Other participants spoke about the overlap of research project results and the lack of transparency. One notable remark was directed towards the need for greater end user involvement and participation in research projects and policy making. It is poignantly clear that end users are the group who knows best what the needs are during an emergency, disaster or a crisis.

Based on the individual presentations given by the congregation of Director Generals involved at different levels and perspectives of ‘security’, it is clear that policy making is complex. Against this background, it is clear that a high number of research projects have difficulties to bring innovative tools to the market. Also the lack of "interfacing" mechanism are the reason of problems with efficiently reaching the intended goals. To improve this situation, the European Commission explained that it funded various types of projects, including large-scale demonstration projects to help improving the situation. In the field of Disaster Risk and Crisis Management (including CBRN-E, natural and man-made disasters), two large-scale projects have the potential to make a difference and help building a critical mass by federating efforts at EU level: EDEN and DRIVER, along with other projects which have an "interfacing" component. These two demonstration projects (i.e. EDEN for CBRN-E and importantly DRIVER for Crisis Management) will support the creation, development and interplays between projects. EDEN and DRIVER play an important role as catalyst for the gathering information and suggest synergies. The Commission’s intention of the Community of Users concept at present is to provide an "umbrella" at European Union level to get an overview (based on publicly available information) of science and policy developments in the relevant sectors.

These projects, along with different policy committees and think-tanks develop networks with user’s groups in the Member States which have a great potential but are presently fragmented. In this respect, the need to build a “Community of Users” in the EU based on existing user’s communities has been expressed in various fora. Furthermore, in this respect, discussions with different actors took place over the last few months and a mapping of policies and research projects was carried out in the light of features regarding the overall risk management cycle (i.e. from preparedness / prevention, detection / surveillance, response / recovery) and the need to ensure a proper transfer (and implementation) of research outputs to "users".

**The EDEN Project**

The EDEN project is an end-user driver demonstration project, providing the opportunity to evaluate large scale integration of CBRNe Security and Counter-Terrorism techniques whilst improving cross border cooperation, interoperability and
standardisation. The EDEN programme will also provide improved EU-coordination and communication at the national and European level. As a result of the programme, EU-member states and their response agencies will be better equipped by improved security systems integration, interconnectivity and interoperability in countering the CBRNe threat. The EDEN project will leverage the added-value of tools and systems from previous research and development efforts, bringing other innovative solutions to improve CBRNe resilience through their adaptation and integration. It aims also at developing CBRNe research activities in the EU, linking end-users, scientists and industrial experts. Web: http://www.eden-security-fp7.eu/

The DRIVER project

DRIVER is a demonstration project focusing on augmenting rather than replacing existing crisis management (CM) capabilities, and will aim at producing a comprehensive, well-balanced and cost-effective Portfolio of Crisis Management tools exploiting high potential RTD work from the last decade, not least in the Seventh and Sixth Framework projects. Members of the Consortium from SECTOR also participating in DRIVER include Thales and Fraunhofer. To achieve its primary goal, the project team will work on three specific actions: developing a pan-European test-bed of virtually connected exercise facilities and crisis laboratories; consequently developing a portfolio of crisis management tools; and creating a common understanding of crisis management across Europe within a community of crisis management practitioners, policy makers, technology suppliers and citizens. Web: http://driver-project.eu/

New light - Mapping Community of Users

The main focus of the event cantered on the mapping ‘Community of User’ (CoU) document. It was also presented by Philippe Quevauviller. A most important document, the Commission presently welcomes feedback to help advance the document and indeed the direction of the Commissions effort in the areas addressed. Philippe intends to strengthen the mapping documents in various ways, primarily in ensuring that the policy parts are accurate and in seeking comments to key projects about the classification of “policy challenges vs projects”. Philippe Quevauviller is currently in the process of launching a study contract to complement the mapping exercise with relevant projects funded by DG RTD and CNECT, with an aim to get a solid reference text CoU document by Quarter 2, 2015. As Philippe stated at the event, the undertaking is not meant to be an impact assessment but rather an effort to better understand the research-policy-industry-operator architecture that should be built up to maximize the impact of future activities (primarily H2020 projects). In summary, the CoU document presents the reasoning for the development of a Community of Users in Disaster Risk and Crisis Management and the results of the mapping of policies and (FP7 secure societies) research, which is aimed to pave the way for improving future links among Horizon2020, capacity-building, training, industrial developments and policy implementation.

SECTOR Project - Input requests
The SECTOR consortium is now invited to provide comments/corrections/additions on the parts of the CoU document dealing with your respective areas/projects in the Disaster Risk and Crisis Management sectors. The report will not reflect a formal position of the European Commission. A second CoU meeting is foreseen on 4th and 5th May 2015.