



# LASTING

POWERED BY WATERBORNE



## D2.3 Intermediate PEDR



<b>WORK PACKAGE</b>	WP2: Communication strategy and stakeholders' engagement
<b>MAIN AUTHORS</b>	Mihai Barcanescu (WAT) / Monia El Faziki (SEA)
<b>CONTRIBUTORS</b>	Kieran Chandler (BCW), George Smyrnakis, Nikoleta Dozic (WEGEMT), Jorge Miguel Lara López (VPF)
<b>DISSEMINATION LEVEL</b>	Public
<b>DUE DATE</b>	30.06.2022
<b>DELIVERY DATE</b>	31.03.2023
<b>VERSION</b>	V7.0

### ***Disclaimer***

*The views represented in this document only reflect the views of the authors and not the views of the European Climate, Infrastructure and Environment Executive Agency (CINEA) of the European Commission. CINEA and other European Commission Services are not liable for any use that may be made of the information contained in this document. Furthermore, the information provided "as is" and no guarantee or warranty is given that the information is fit for any particular purpose. The user of the information uses it as its sole risk and liability.*

# Table of Content

Executive Summary.....	4
List of Acronyms .....	5
1 Introduction .....	6
1.1 The LASTING Project .....	6
1.2 The PEDR: What is it, what does it do? .....	8
2 The LASTING Dissemination Strategy .....	10
2.1 The LASTING Objectives .....	10
2.2 LASTING’s Target Audiences .....	12
2.3 The LASTING Key Messages .....	13
2.4 Communication Channels and Tools .....	16
2.5 The Timeline .....	19
2.6 Partners’ Responsibilities and Communication Flows.....	23
3 The LASTING Exploitation Strategy .....	24
3.1 Intellectual Property Rights.....	24
3.2 The Exploitation of the LASTING Results.....	25
4 Conclusion.....	27
Annexes .....	28
Annex 1 – KNOWLEDGE OUTPUT COLLECTION QUESTIONNAIRE .....	29
Annex 2 – LASTING PRESENTATION SLIDES.....	30

## Executive Summary

This document presents the intermediate communication, dissemination and outreach roadmap of the LASTING project, required to maximize the impact of the LASTING outcomes. It is based on the findings and outcomes of the Information Gap Analysis, the communication campaign preparations as well as the initial strategic planning outlined during the project preparation phase. The current deliverable builds-upon and updates the initial plan, outlined in D2.1.

In its Introduction, the first chapter of the document, the reader can find a general description of the LASTING project followed by a more detailed explanation of what this document aims to cover.

The second chapter is dedicated to describing the project's dissemination strategy through its main components: the objective, the target audiences, the key messages to be developed and subsequently employed, the communication channels and tools, the (intermediate) timeline of activities, the partners' responsibilities and communication flows. The dissemination strategy is the set of actions that will be deployed throughout the lifetime of the project. Although quite detailed, this chapter will be further expanded during the next update of the PEDR deliverable, based on the experience gathered by the project partners in this period between the two project deliverables.

Subsequently, the document outlines the main directions of the exploitation strategy. The exploitation strategy presents how the project partners will employ the LASTING results and lessons learnt after the project lifetime. The chapter gives a concise yet clear overview of the main directions and activities to be undertaken by the project. This is only the first version of the exploitation plan, and it will be matured throughout the project lifetime; the final version of the exploitation plan will be presented at the end of the project.

The fourth and last chapter is dedicated to the conclusions.

## List of Acronyms

BCW	Burson, Cohn & Wolfe
CA	Consortium Agreement
CSA	Coordination and Support Action
DESCA	Development of a Simplified Consortium Agreement
EC	European Commission
GA	Grant Agreement
HEU	Horizon Europe
IPR	Intellectual Property Rights
KPIs	Key Performance Indicators
MFF	Multiannual Financial Framework
PEDR	Plan for Exploitation and Dissemination of Results
RD&I	Research, development and innovation
SC	Steering Committee
SME	Small and medium-sized enterprise
SMM	Shipbuilding, Machinery & Marine Technology Fair (Hamburg, Germany)
TRA	Transport Research Arena Conference
WP	Work Package
ZEWT cPP	Co-Programmed Partnership on Zero-Emission Waterborne Transport

# 1 Introduction

## 1.1 The LASTING Project

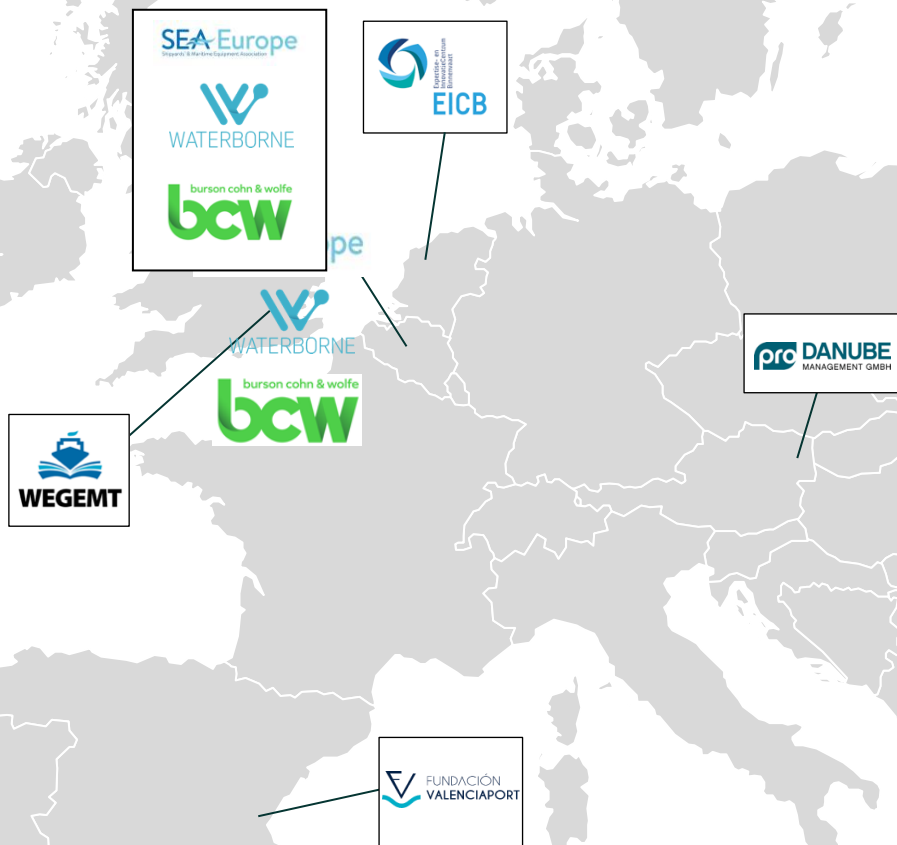
Considering the diversity of the waterborne transport sector, its geographical scope, the international dimension and the challenges and opportunities upfront, LASTING (Let's go for Waterborne Transport Research – Broadening engagement and increasing impact) aims to broaden the awareness of the wider waterborne transport sector in European research, development and innovation (RD&I) activities, by developing a communication strategy, and implementing a long-lasting communication campaign that will go on beyond the lifetime of this project. This will ultimately increase stakeholder engagement in the sector, and thereby increasing the impact of European waterborne transport RD&I.

The communication strategy, and thereby the campaign will be based on clear Key Performance Indicators (KPIs) set at the starting point of LASTING, jointly developed by the relevant European Commission Services and the broader waterborne transport sector. The achievement of the KPIs will be measured at fixed intervals, to ensure that the final communication strategy and the campaign will be fit-for purpose and ready for roll out. An essential element of the communication strategy will be the development of a plug-and-play system for participation in European, national, or regional strategic maritime and/or inland waterway transport events. In the framework of LASTING, the plug-and-play system will be tested on several occasions, to ensure the system is fit-for-purpose.

In addition, high quality dissemination materials (such as flyers, brochures and banners) and templates will be delivered. There will be a focus on the use of digital tools for dissemination purposes, to ensure that the communication efforts of the waterborne transport community will easily follow the concept launched in the framework of LASTING. Finally, the Waterborne Technology Platform will take over the communication strategy and campaign after the lifetime of LASTING and will ensure a durable implementation of the concepts and materials developed in the framework of the project.

LASTING is coordinated by SEA Europe, counting with the participation of a total of seven partners from four EU countries. LASTING is funded by the European Commission research and innovation programme Horizon 2020, with a budget of 1.3 million Euro over the course of 36 months, starting in January 2021.

Figure 1: LASTING's partners



## 1.2 The PEDR: What is it, what does it do?

Deliverable D2.3, the Intermediate Plan for Exploitation and Dissemination of Results (hereinafter, PEDR) is one of the main documents aimed at updating the overall strategy of the exploitation and dissemination/communication activities of the LASTING project throughout its lifetime, that had been described in D2.1 Draft PEDR. The updates consist in adding new elements and/or refining, adapting, enlarging or, where necessary, deleting some of the existing information outlined in the first PEDR version. These are based on the lessons learned from the communication activities undertaken by the project partners throughout 2022, as well as from the discussions with the LASTING Project Officer and other EC representatives, including during the project mid-term review (September 2022). These updates will ensure that the necessary information reaches the target audiences in a fast, easy and clear manner during the remainder of the project.

Starting from the first outline of the planning and approach that had been presented as part of the project proposal and based on the information gathered during the 2022 activities, the Intermediate PEDR encompasses the updated strategic, higher-level elements of the project activities to be undertaken starting from January 2023 until the end of the project. It also incorporates the work done as part of the D2.2 Creative Concept, D3.1 Campaign Plan, D3.2 Communication Materials and toolbox, and D3.3 Campaign Evaluation Report (1<sup>st</sup>). The first document describes a 'plug-and-play' system to be used for the preparation of event organizing and/or attendance, the next two represent the measures and the tools to implement the PEDR throughout the lifetime of the project, while the last deliverable details the work implemented and results achieved by the communication activities until the end of 2022 while at the same time outlining the main communication activities for 2023.

The PEDR identifies:

- who will benefit from the work (the stakeholders);
- how they will benefit (the message);
- how to maximise reach to stakeholders (the tools).

The PEDR steers the information and communication of the activities and results of the project to the target audiences defined, including the shipbuilding industry, ship owners, etc., using networks such as the Waterborne TP platform. Additionally, policy makers, industry clusters, regulatory bodies and additional relevant stakeholders, as well as the general public will be consulted and informed about the project's goals, potential, and its results.

The PEDR content, together with its connected deliverables, serves first of all as the project main communication framework until the end of its lifetime.



In addition to the overarching communications approach, it will also help to disseminate among all waterborne transport stakeholders the key information developed within the tasks of the project's first work package (WP1) and their recommendations:

- the information gaps concerning innovation needs;
- research management systems and their maintenance as well as the overview of the past RD&I waterborne transport projects;
- the opportunities to fund RD&I activities for the waterborne transport sector.

The PEDR approach is structured in a way that gives adequate consideration to the main stakeholders categories – transport operators, technology suppliers, public bodies, research entities – and their needs, as identified in WP1 of the LASTING project.

Furthermore, the PEDR includes the results of the stakeholder consultation and communications workshop as conducted in March 2022, which had helped to both validate and refine the work undertaken in the framework of the aforementioned deliverables.

One of the important implementation items of the communication strategy had been the launch of the Co-Programmed Partnership on Zero-Emission Waterborne Transport (ZEWTP cPP) – the first public-private partnership in the European funding framework (in this case, of Horizon Europe – HEU), dedicated to RD&I activities for transforming the waterborne transport sector in a zero-emission mode of transport – and the communication tools developed and implemented in the framework of its launch.

At the end of the project, a final PEDR version will be created based on the entire LASTING experience. The document will then be used by the stakeholders of the waterborne transport sector to exploit the project results for the benefit of the entire waterborne transport community.

## 2 The LASTING Dissemination Strategy

The LASTING Dissemination Strategy is based on the following elements:

- main objectives stated in previous stages;
- key messages and the 'message house', including the main narrative (what will be disseminated);
- target audiences (who will most benefit from the project results and who would be interested in learning about the project findings);
- communication channels and tools (what is the most effective way to reach the target audience);
- the appropriate timeline;
- partners' responsibilities and the communication flows (who is responsible of which actions and how dissemination is ruled).

Each of them is outlined in further detail in a dedicated subchapter below.

### 2.1 The LASTING Objectives

The project's dissemination objectives coincide with most of the overall project objectives, as LASTING is a communication-focused Coordination and Support Action (CSA). The overall objective is to ensure that LASTING will increase the awareness of the broader waterborne transport sector in European RD&I activities and opportunities, which in turn will strengthen the stakeholders' engagement in the RD&I sphere. The results of LASTING are implemented via a long-lasting communication campaign that will be exploited beyond the lifetime of this project, thus ensuring that raising awareness and increasing participation will be continuously supported.

The campaign is implemented with the use of a wide array of communication channels and tools by all partners throughout the lifetime of the project. In addition, the tools can be used by any stakeholder of the waterborne transport sector, throughout and beyond the lifetime of the project.

Another objective is to build a stakeholder community of around 20 strategic partners from or strongly connected to the European waterborne transport sector, acting as the equivalent of 'Ambassadors' on behalf of LASTING and of the waterborne transport (RD&I) stakeholders. Covering all the main types of organizations and segments from the waterborne transport sector, these key stakeholders will be of paramount importance not just for validating the effectiveness of the communication strategy and communication campaign (outcome of Task 2.2 Stakeholder Engagement), but especially by helping to implement it and boost its impact. A number of key people from the waterborne transport stakeholders have already been approached, and work is on-going to finalize this task during the first half of 2023.

Furthermore, an essential element of the communication strategy had been the development of a plug-and-play system for participation in European, national or regional strategic maritime and/or inland waterway transport events. This had been covered in D2.2 Creative Concept, and many of its

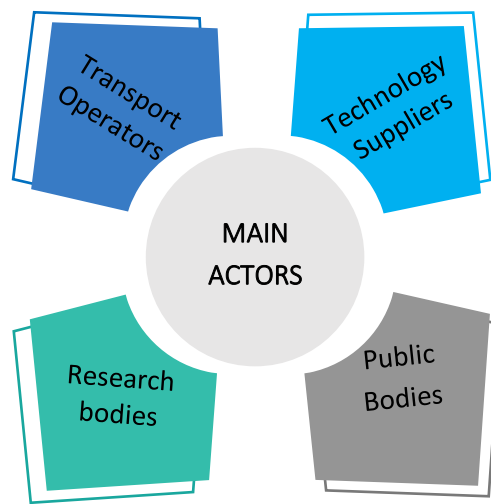
elements had already been used by the partners. The document and its use will be referenced in the following pages, where applicable.

All these objectives are meant to help the sector stakeholders overcome information gaps in relation to their RD&I activities, including the ones regarding funding opportunities, and increase the participation to European RD&I activities of the waterborne transport sector. The targeted dissemination of information regarding the various funding sources available for the waterborne transport sector, in particular the newly established ZEWT Partnership as part of Horizon Europe (HEU), will be an important part of this activity.

The last objective is to structure the dissemination (and after the end of the project, the exploitation) activities so that it can be taken up at the end of the project by the project partners but also by any stakeholder from the sector. Waterborne TP will facilitate the durable implementation of the tools developed with the partners' help.

## 2.2 LASTING's Target Audiences

As described in D1.1 "Report on Information Gaps Concerning Innovation Needs", the group of stakeholders active in waterborne transport research is very broad and diverse, consisting of, among others, vessel owners/operators, shipbuilders, maritime equipment manufacturers, ports, infrastructure managers, research bodies, universities, etc. For the purpose of this research and in order to simplify the project approach, the main actors had been consolidated into four main groups:



- **Transport operators:** ship owners, vessel operators, charterers, etc.;
- **Technology suppliers:** maritime equipment manufacturers, shipyards, etc.;
- **Public bodies:** Port Authorities, infrastructure managers, Ministries, etc.;
- **Research bodies** (both public and private): universities, research centres, etc.

In a complementary definition of the abovementioned target audiences, a significant dissemination effort from LASTING will be directed towards the partners of the currently running European RD&I projects by means of direct contact, social media outreach, participation or organization of events, etc., as they can benefit directly from the advice and the results of the project. Secondly, individual European waterborne transport stakeholders who have a greater involvement in RD&I projects in general will also be targeted. Thirdly, the project will identify, approach and address waterborne transport stakeholders who are not (yet) involved in RD&I, to help them understand, become motivated and subsequently overcome the possible or potential barriers to get involved in RD&I projects, but also to learn how they would like to receive the information on ongoing or completed RD&I projects so that they can still benefit from the research carried out.

Based on the 2022 activities, it had become apparent that while a number of waterborne transport stakeholders are using the EU RD&I funding sources to a significant extent, others are barely aware of their existence. In addition, a part of the stakeholders still has the perception that the sector is underfunded by the EU, even if waterborne transport actually benefits from higher levels of RD&I funding than ever before in the current MFF, in particular via the HEU/the ZEWT Partnership. Finally,

it had been observed that there are a lot of waterborne transport projects funded via H2020, yet their results are not that well known in the sector, not to mention outside of it.

One of the main reasons for this situation is that the sector is comprised of a lot of SMEs (small and medium-sized enterprises) which have limited resources and experience in RD&I activities in general, and at the EU level in particular. And the gap risks to only widen during the coming years. Consequently, a key target for LASTING during 2023 will be to better reach out to the SMEs and inform them of the EU-level opportunities in terms of RD&I. Within this approach, LASTING will organize both a dedicated SME event – planned for the end of Q1/beginning of Q2 – and will also place an emphasis on the SME-oriented communications throughout 2023, as described in more detail in the sections below. The ports and academic communities are two other groups of stakeholders that LASTING will strive to dedicate more attention to in the upcoming period, with a dedicated campaign during Q1 and Q2 for the latter, and a potential dedicated event in Q3 for the former.

Moreover, LASTING will organize a dedicated workshop with the stakeholders that are or have been involved in the communication WPs of RD&I projects, to ensure that their dissemination and exploitation activities will have better and longer-lasting results.

The EC is also an important partner in the proposed work and a carrier of part of the LASTING messages. Finally, as waterborne transport is a strategic yet less known economic sector, the general public is a target audience as well. LASTING will aim at explaining to the general public the work that is being done and show how public funding is contributing to solve major societal challenges.

## 2.3 The LASTING Key Messages

All waterborne transport stakeholder categories are interested in RD&I activities and associated funding opportunities, especially in the context of the EU Green Deal. However, the focus of each category differs based on the type of organization, but the size can also make a difference – particularly in the case of SMEs. Thereby, it is necessary that the dissemination represents a mix of:

- more general messages that are nevertheless relevant for a significant part of all the stakeholders' categories, or sometimes for all of them;
- targeted messages addressed either at one stakeholder (sub)category – e.g. the SMEs, universities – or several (sub)categories that have close features and interests – e.g. both private and public large companies.

Further refining this approach, through the various communication channels and tools, LASTING strives to:

- inform the waterborne transport stakeholders of the relevant RD&I activities and opportunities, including the related funding opportunities – with a focus on HEU and the ZEWT Partnership – as well as on the other reported information gaps regarding the sector's innovation needs. Moreover, the information and lessons presented by LASTING will also be

disseminated to improve the success of the waterborne transport sector in the RD&I arena. The LASTING activities throughout 2023 will cover these aspects;

- provide information on both the ongoing and completed RD&I projects, so that as many stakeholders as possible can benefit from the research results. This will be achieved by increasing the (social) media coverage of waterborne transport research by 45% as compared to the state-of-play at the start of the project. The LASTING activities throughout 2023 will address these aspects;
- help finalized or on-going RD&I projects to adjust their dissemination and exploitation strategies, so that their impact will be significantly increased. A dedicated event has been scheduled in Q3 of 2023 for the partners of H2020/HEU projects leading or involved in the dissemination WPs;
- explain to the wider group of stakeholders how the RD&I activities in waterborne transport are delivering a high added-value in relation to the EU Green Deal and other societal challenges by putting to good use the current and future allocated public funding. This will be addressed throughout 2023, in particular during Q2 and Q3 – the ‘Waterborne Days’ event (26<sup>th</sup>-27<sup>th</sup> Sept 2023).

The project’s set of key messages are based on a ‘message house’ or narrative-like approach, outlining the core messaging of LASTING which:

- rests on a few key messages, which create the ‘communication house’, as it is described in specialised terms;
- each of these messages will be supported by facts, to demonstrate their strength and viability – the ‘proof points’;
- additionally, a “boilerplate” styled text will be created that can be used in all the campaign’s communication, describing in a few lines its objective and context.

The first version and test of the LASTING message house had been done at the launch of the ZEWT CPP (June 2021) , and this had subsequently been adapted to fit the whole scope of the project.

<p>Waterborne transport is a sector of strategic importance for the EU, and this should be reflected in EU funding programmes and other policy instruments.</p>	<p>Future EU funding programmes and other policy instruments must unlock the decarbonisation potential of the waterborne transport sector in order to reach Green Deal ambitions.</p>	<p>We’re strengthening the RD&amp;I community within the waterborne transport sector to step up to the unprecedented challenges facing the sector.</p>
<p>EU’s strategic autonomy also relies on the resilience of the</p>	<p>All available EU policy instruments must be exploited</p>	<p>Organisations representing different dimensions of the</p>

wider waterborne transport sector. EU policy instruments must ensure RD&I activities in the waterborne transport sector are well supported to ensure competitiveness and guarantee independence from third countries.

The EU 'blue' economy represents roughly 5.4 million jobs and generates a gross added value of almost €500 billion a year. The waterborne transport sector is a catalyst for economic growth, employment and career opportunities.

As 77% of the EU's external trade and 35% of all intra-EU trade by value, waterborne transport remains the backbone supporting EU external and internal trade. This translates into close to 4 billion tonnes of cargo handled in EU ports and 400 million passengers per year.

The waterborne transport sector is strategic to achieving various EU ambitions including the European Green Deal, EU Digital Agenda and Mobility Policy. Achieving these require unlocking the full RD&I potential of the European waterborne transport sector.

to support the waterborne transport sector's RD&I activities in the development and deployment of sustainable alternative fuels, digitalisation, electrification, and energy-efficient development of ships, to foster the waterborne transport sector's green transition.

A total of €2.018 trillion of funding is available across the MFF and NextGenEU programmes. This represents huge potential for increasing the sustainability and competitiveness of the waterborne transport sector. Furthermore, the [Co-Programmed Partnership on Zero-Emission Waterborne Transport](#) has an earmarked budget of up to €530 mln from the EC, which will be used to fund RD&I projects addressing the sector's climate targets.

The waterborne transport sector is responsible for almost 3% of the worldwide greenhouse gas emissions. Meanwhile, shipping accounts for 18 to 20% of nitrogen oxide (NOx) and 8% of sulphur oxides (SOx) of total global air emissions. Just 15% of the biggest ships emit more of noxious oxides of nitrogen and sulphur than all the world's cars put together. Without any action taken, by 2030 NOx emissions from shipping will exceed those from land-based sources in the EU.

waterborne transport sector are collaborating through the LASTING Project to enhance the potential of European RD&I activities by broadening engagement of European waterborne transport sector stakeholders in RD&I activities.

The private sector and public sector stakeholders of the waterborne transport industry are coming together to build a robust RD&I community exemplified by initiatives and organisations such as the LASTING project, ZEWT partnership and Waterborne TP that support continuous dialogue. The recent adoption of the cPP ZEWT Additional Activities Plan 2023 that commits 485 million euros to support the sustainable transition of waterborne transport sector is the latest example of the intensification of RD&I community building within this sector.

In the context of the Zero Emissions Waterborne Transport Partnership alone, the industry has committed €3.3bn to facilitating the green and digital transition.

## 2.4 Communication Channels and Tools

LASTING employs all communications channels deemed necessary to get the information across all groups of stakeholders, in different contexts and moments in time. Both online and in-person based communications channels and tools will be used throughout the lifetime of the LASTING project, each of them according to their efficiency and relevance for the dissemination actions that are implemented at that moment in time.

In addition to the more traditional tools for communication, the project will benefit from social media. [Twitter](#) and [LinkedIn](#) are the main channels to share and promote the outcome of the LASTING project. Communication via social media is proactive, short and targeted, using visualization of the messages through photos, graphics, infographics, short videos, polls, etc. Strategies for assuring the real-time collaborative coverage of the project's events are designed and implemented, encouraging the use of hashtags by participants to identify the content on the web.

A broad but not exhaustive list of communication channels and tools and details about the way in which LASTING is and will employ them is provided below:

- Social media channels are nowadays key in disseminating messages and raising awareness, in particular following the COVID19 pandemic. Looking to get a better understanding of the project and its objectives the social media landscape could help the promotion approach. In this particular case, the assumed KPI is a 45% uptake in social media activity compared to the initial state-of-play covering waterborne transport related research, with noticeable peaks during event participations, showcasing prominent presence and participation in large strategic maritime and inland waterway transport events. In 2022, we conducted the following social media campaigns:
  - **Campaign 1: WP1 Results (Paid and Organic)**  
**Date:** February – August 2022  
**Platform:** LinkedIn  
This organic campaign was dedicated to the dissemination and promotion of the WP1 deliverables – D1.1 Report on information gaps concerning innovation needs, D1.2 Report on research management systems and maintenance, D1.3 Report on opportunities for participation in RD&I activities and projects and D1.4 Gap Analysis recommendations – and their main results. This has taken place from the beginning of June until mid-August. As of the 2<sup>nd</sup> half of July, the social media posts in this campaign had also been designed to promote and support the participation of part of the LASTING partners and Waterborne TP in the SMM 2022. This first campaign had thus partly overlapped with the second one, which is described in the next point.
  - **Campaign 2: SMM Presence (Paid and Organic)**  
**Date:** July – September 2022  
**Platform:** LinkedIn and Twitter  
The promotion of waterborne transport-related activities in the context of the participation of LASTING and Waterborne TP in the SMM (Sept 2022, Hamburg), on



the EC stand. In addition to the promotion of funding sources and other project results, as mentioned above, this social media campaign had also been instrumental in promoting two key aspects. The first had been the organization of a high-level meeting between C-suite representatives from various waterborne transport stakeholders and directors from the EC (DG RTD, DG MOVE, DG CLIMA and DG GROW), together with a VIP tour of the waterborne transport stakeholders’ stands involved in major RD&I activities. The second had been to promote for the first time and on a massive scale to the SMM audience the RD&I activities (projects) and results that the Waterborne TP members are engaged in, and that benefit from EC funding.

- **Campaign 3: TRA (Paid and Organic)**

**Platform:** LinkedIn and Twitter

**Date:** October – December 2022

The promotion of the Waterborne TP and other LASTING partners, including via a dedicated Waterborne stand, in the Transport Research Arena (TRA), the largest event in Europe dedicated to research in the entire transport sector. Besides the usual promotion of the partners and stand, the social media campaign had boosted the promotion of the waterborne transport speakers from the TRA main discussions and panels. The campaign was completed on the 23<sup>rd</sup> of December 2022.

**Overall Social Media Campaign Results**

	<b>Campaign 1: WP1 Results</b>	<b>Campaign 2: SMM</b>	<b>Campaign 3: TRA 2022</b>
Impressions	4,149	2,948,273	1,786,015
Clicks	126	3,417	17,942
Engagement rate	3.6%	2.0%	2.1%

- To maximize the project impact and cost efficiency, project stationary, including general (PowerPoint) presentation, (e-)newsletters, brochures/and leaflets, and any other dissemination materials have been developed for promoting the research being carried out during selected fairs and exhibitions. These materials will not only be project-related but will also be sector-related in terms of both content and visual, so that their model can be successfully used (with minimal changes) after the project will end. All this information is described in more detail in deliverables D3.1 Campaign Plan, D3.2 Campaign Evaluation Report, and D2.2 Creative Concept. For the TRA event in Lisbon and subsequent events, we produced:
  - LASTING booklets;
  - LASTING branded bags;
  - LASTING branded umbrellas.
- Website: a [public project website](#) had been made, as the main access point for all the project’s activities and outputs as part of the Waterborne TP website. This will on the one hand

reinforce the branding and the importance of the project for the sector, and on the other hand will allow the public project results and any relevant news items and press releases to be shared with the waterborne transport stakeholders and with the general public alike. Links to this public website will be promoted via the social media channels of the project itself and that of the project partners, but also through the partners' websites. This provides public information to external parties by providing general project information, public deliverables, newsletters, and information about events the members of the LASTING consortium attend. The content of the website includes:

- description of project and its goals, with information on the partners including links;
  - news, events, announcements and press releases, newsletters;
  - results generated by project & progress of project, and papers presented and articles about the project;
  - contact information & subscription service;
  - events that will be organised by the end of the project.
- Promotional videos: an easy way to communicate is the usage of short explanatory videos. These can be used in social media posts, on video sites like Vimeo and YouTube, on project and partner websites and in presentations. There is already a promotional video for the ZEWT Partnership developed by LASTING as part of its communication campaigns, and more (and shorter) videos are foreseen as part of the attendance to the major events by the LASTING partners. These videos will focus on presenting the relevant project results according to the type of the event, the category of stakeholders targeted and the foreseen level of involvement from the project partners. These approaches are already described in more detail in the D3.1 Campaign Plan and D2.2 Creative Concept deliverables. As a KPI for this point, the project partners will regularly release video updates and explanatory animations covering the success of EU waterborne research, in particular around and during major events. To date, the project has produced 10 videos that can be found on our social media channels and [the website](#).
  - A relevant channel for dissemination to the research community is the participation in conferences by holding presentations, participating as experts, and take part in panel discussions. Reaching the stakeholders and other research projects can be done through presentations at their events as well as preparing standard slides that can be used by stakeholders in their presentations on dissemination and communication activities. This part will also be supported by the ideas outlined in the bullet points above, in particular the one on the project stationary. Moreover, LASTING foresees the organisation of dedicated events that will help in disseminating the messages without the need of external events. These events can be organized by the project itself, and the model can then be taken up and used by each partner individually. A copy of the panel discussions and presentations done at the conferences and events will also be made available through the project website. This approach is described in more detail in D2.2 Creative Concept. As a KPI in this case, the developed Plug-and-Play/Creative concept for events will be used at 3 European, 9 national and 18 back-to-back events.

- To date the project has participated in the following European events: SMM Hamburg 2022, TRA Lisbon 2022.
- To date the project has participated in the following back-to-back events: presentation at the Univ. of Liege (24.02.2023).

Brochure: As planned, a project brochure will be prepared and released during the project lifetime. The main objective of the project brochure is to provide our audiences with an attractive and written way the importance of the Maritime transport for EU and global trade. Furthermore, it gives an overview of the main ship types operating in the waterborne industry and presents the funding opportunities. The text about LASTING is designed taking into account not only experts, but also an interested non-specialist. Last but not least, brochure introduces the main objectives, the goals of the LASTING project and the Consortium Partners. This entire set of communication channels and tools, as well as complementary ones, are described in more details in deliverables D2.2 Creative Concept and D3.1 Campaign plan, as already mentioned. A more detailed and specific presentation of the LASTING communication activities is presented below, in subchapter 2.5, and in even more detail in D3.3 Campaign Evaluation Report (1<sup>st</sup>) and the 2023 Work Plan.

## 2.5 The Timeline

The broad timeline of the strategy is given by:

- the achievement of the main elements of the strategy: the campaign plan, the dissemination tools and the creative concept;
- the timeline of the entire project;
- a few key dates that had already been identified by the project partners. These are:
  - two key events for the waterborne transport stakeholders: 6<sup>th</sup> – 9<sup>th</sup> September SMM 2022<sup>1</sup> and 14<sup>th</sup> – 17<sup>th</sup> November TRA 2022<sup>2</sup>. Partners are also planning to present LASTING during 15<sup>th</sup> – 18<sup>th</sup> April TRA 2024;
  - the project deliverables that set the framework once the communication campaign has started: the updates of the PEDR (D2.3 and D2.4) and those of the campaign evaluation (D3.3, D3.4 and D3.5).

The timeline of the project and its campaign is then populated by other activities, namely:

- the participation in other relevant events, as discussed and decided by the partners at regular intervals;
- the organization of (smaller) events, as decided by the partners and based on the ideas described in D2.2 Creative Concept;
- the major relevant internal events of the project partners, where the project itself and its progress can be disseminated;

---

<sup>1</sup> The SMM 2022 will take place between 6<sup>th</sup> -9<sup>th</sup> September 2022, in Hamburg: <https://www.smm-hamburg.com/en/>

<sup>2</sup> The TRA2022 will take place between 14<sup>th</sup> -17<sup>th</sup> November 2022, in Lisbon: <https://traconference.eu/>

- the opportunities for LASTING to be featured in different media outlets (earned and paid), relevant research-oriented publications, etc.;
- any other opportunity that is deemed suitable for this purpose.

The timeline presented herein will be amended regularly, based on the opportunities that appear throughout the lifetime of the project, but also considering the lessons learned from the implementation of the communication campaign.

Based on the progress already made in 2022, the lessons learned from those activities, the LASTING mid-term review discussion, and considering the remaining communication targets to be achieved as well as the sector needs, the partners had agreed on a work plan for 2023. Below is the current timeline of the 2023 LASTING work plan, which will be further updated and refined throughout the year.

Q1 Proposed Communications Activities	
<b>Communications Assets:</b>	Development of a LASTING Brochure which communicates about: <ul style="list-style-type: none"> <li>• Importance of waterborne transport sector</li> <li>• Explaining how waterborne transport sector operates</li> <li>• How EU funding supports RD&amp;I activities</li> <li>• EU financial support opportunities given to students and researchers from the sector.</li> <li>• Concrete examples of how waterborne sector has helped Europe to respond to crisis situations (e.g., COVID);</li> <li>• Waterborne industry transport’s contribution to consolidating green corridors.</li> <li>• LASTING project and its activities</li> </ul>
<b>Event Branding Concept</b>	<ul style="list-style-type: none"> <li>• Light house concept validated</li> <li>• The lighthouse should be easy to transport so needs to be easy to assemble and disassemble, made of lightweight material and not too large in volume.</li> </ul>
<b>LASTING Branded Webinar</b>	<ul style="list-style-type: none"> <li>• Hybrid/online event directed towards SMEs on how to access available information on funding sources.</li> </ul>
<b>LASTING Presentation for Universities:</b> <ol style="list-style-type: none"> <li><b>1. University of Liege, Belgium</b> Date: <b>24/02/2023</b></li> <li><b>2. UCD/University in Ireland</b> Date: <b>08/03/2023</b></li> </ol>	<ul style="list-style-type: none"> <li>• <b>Main outcome:</b> To begin with, participants focused on waterborne transport sector, its opportunities and which are the targeted stakeholder groups. Secondly, about the Information Resources for EU RD&amp;I Funding many of them argued that becoming involved in RD&amp;I projects it is increasingly difficult, because funding seems concentrated in large players. Apart from that, calls for proposals demand a lot of paperwork, a wide and heavy scope of work, seem focused on building upon results from previous projects. Thus, smaller research centers have difficulties in keeping pace. About</li> </ul>

<p>See <a href="#">Annex 2</a></p>	<p>funding opportunities most of them are aware of. Besides this, the problem is to find the right people to contact about the projects.</p>
<p><b>University Campaign Plan (Ongoing)</b></p> <p>See <a href="#">Annex 1</a></p>	<ul style="list-style-type: none"> <li>• Promotion LASTING project for universities, including discussions and involvement of academics focused on waterborne transport sector. Share a questionnaire about LASTING project and WATERBORNE TP actions.</li> <li>• Planned future visits:             <ol style="list-style-type: none"> <li>1. University of Gent (GENT) -Belgium</li> <li>2. University of Patras – Greece</li> <li>3. University of West Attica</li> <li>4. Technical University of Istanbul (ITU) – Turkey</li> <li>5. Newcastle University (UNEW) – UK</li> <li>6. University of Southampton (SOTON) – UK</li> <li>7. University of Strathclyde, Glasgow (US) – UK</li> <li>8. Universidade Tecnico de Lisboa – Lisbon</li> <li>9. Aalto University-Finland</li> <li>10. University of Cyprus</li> </ol> </li> <li>• Technical University of Gdansk (GTU)- Poland</li> </ul>
<p><b>Development of Influencer Campaign</b></p>	<ul style="list-style-type: none"> <li>• Mapping of influential voices in waterborne transport sector</li> <li>• Leverage voices to drive social media campaign</li> <li>• Disseminate positive stories from LASTING project and waterborne industry</li> </ul>
<p><b>Q2 Proposed Communications Activities</b></p>	
<p><b>Myth busting /Awareness raising campaign</b></p> <p><b>Potential tools:</b></p> <ul style="list-style-type: none"> <li>• <b>Video</b></li> <li>• <b>Opinion Editorial</b></li> <li>• <b>Street Advertisements</b></li> </ul>	<p>Potential Campaign Topics:</p> <ul style="list-style-type: none"> <li>• The lack of awareness on size and socioeconomic value of the waterborne transport sector has been raised several times.</li> <li>• According to our interviews with the general public, the perception of the sector was that it is an “old fashioned” sector. There is a lack of awareness of the technology available.</li> <li>• The waterborne sector is not recognized as a “core industry”, despite playing a key role during the covid pandemic and the Black Sea grain deal<sup>3</sup>.</li> <li>• There is a general lack of understanding of different components that include waterborne transport industry and how different actors work together.</li> <li>• The lack of awareness of inland waterway transportation and its importance for passenger transport.</li> </ul>

<sup>3</sup> [Black Sea Grain Initiative | Joint Coordination Centre | United Nations](#)

	<ul style="list-style-type: none"> <li>• There is generally a negative perception that waterborne/maritime jobs are ship-bound with long, harsh and irregular work conditions</li> <li>• Waterborne industry transport’s share in passenger transport much more prominent than assumed.</li> </ul>
<b>Social Media Campaign</b>	<p>Campaign to demystify waterborne transport sector industry:</p> <ul style="list-style-type: none"> <li>• What is the waterborne sector?</li> <li>• Who are the key stakeholders?</li> <li>• What are the key activities?</li> </ul>
<b>Q3 Proposed Communications Activities</b>	
<p><b>Communications Handbook Update</b></p> <ul style="list-style-type: none"> <li>• <b>Workshop for Partners</b></li> <li>• <b>Training Video</b></li> </ul>	<ul style="list-style-type: none"> <li>• Full-day training workshop to train leaders of communications work packages from other RD&amp;I projects to build communications skills in the waterborne sector.</li> <li>• A proposal for topics to cover include: <ul style="list-style-type: none"> <li>• How to film and edit videos?</li> <li>• Sustainability communications (strategy &amp; implementation)</li> <li>• Social media campaigns</li> </ul> </li> </ul>
<b>General Public Activity: Awareness of the Industry</b>	<ul style="list-style-type: none"> <li>• Partners discussed the need to find opportunities at popular events such as The Ocean Race and E1 Series, the world’s first all-electric race boat championship.</li> <li>• Partners discussed the possibility of setting up a “LASTING Impact Award” that would reward students and researchers. This is an activity that can be led and strongly promoted by WEGEMT.</li> </ul>
<b>Social Media Campaign</b>	Waterborne Days Event Promotion
<b>Q4 Communications Activities</b>	
<b>RD&amp;I Conference</b>	<ul style="list-style-type: none"> <li>• Event to respond to calls from across industry and policymakers to organize a high-level meeting to discuss the future of ZEWT and of (RD&amp;I in) the waterborne transport sector in general.</li> <li>• The event will take place on the 26<sup>th</sup>/27<sup>th</sup> of September in Brussels, and will be followed by a High-Level Partners/ Industry Meeting</li> </ul>
<b>Social Media Campaign</b>	<ul style="list-style-type: none"> <li>• Promoting the interviews and outcomes of the high-level meeting &amp; research conference – including contributions to the high-level funding framework</li> </ul>

## 2.6 Partners' Responsibilities and Communication Flows

The Strategy is being developed and updated by the LASTING partners, most of them being waterborne transport sector representatives – EICB, PDM, SEA Europe, Fundación Valenciaport, Waterborne TP – which are supported by a specialized consultancy in communications and public affairs, Burson, Cohn & Wolfe (BCW). All partners contribute to the work, while some have additional responsibilities based on their roles as Work Packages' leaders.

The main implementing elements of the strategy, namely the campaign plan, the dissemination materials and the creative concepts for the events, are overseen by BCW as WP3 leaders, with the help of all the partners. All partners have the responsibility, in accordance with the decisions taken at the consortium level, to lead and/or contribute to the different dissemination activities from the campaign plan. It is also important that all partners include the relevant LASTING information in their own communication channels and events, in order to best promote the project and its developments.

Furthermore, each partner can propose throughout the lifetime of the project additional communication activities. These would need to be discussed at the consortium level, to review the message(s) and target audience(s), the necessary budget, etc. One exception concerns the potential intellectual property rights (IPR) aspects: the partner owning the IPR on the ideas/materials that are shared has a veto on declining dissemination of the material. Partners are encouraged to take the *de facto* lead on the communication of some messages and/or to some stakeholder groups based on their organization type, waterborne transport segments covered, experience in communications, etc.

All partners have to regularly communicate on the implementation of the different communication activities, so that there is a clear and detailed track of the activities done within LASTING.

Concerning the communication with the EC, this is the responsibility of Waterborne TP as main point of contact. All issues that must be raised with the Project Officer will be raised through Waterborne TP. Also, reversely, issues to be raised to the consortium or individual partners by the Project Officer will go through Waterborne TP. Finally, Waterborne TP organizes and discusses with the General Assembly all the project developments and any particular point raised.

This process is implemented to avoid scattered communications to the stakeholders with potentially largely varying messages, which can also carry inconsistencies. It will be adjusted in the next PEDR version, if needed, based on the experience gathered by the project partners until that moment.

## 3 The LASTING Exploitation Strategy

### 3.1 Intellectual Property Rights

With regard to IPR, LASTING will follow the guidelines defined in the EC's Consortium Agreement templates from the Development of a Simplified Consortium Agreement (DESCA).

Within the project there are no peer-reviewed scientific publications foreseen. The nature of LASTING as a communications-oriented CSA makes it therefore a low-risk project regarding potential IPR issues, as making its insights and research results widely and publicly available is a main activity of the project.

Knowledge gathered in LASTING will not be commercialized, directly sold, or used to improve any commercial products. All partners are encouraged to share their knowledge, in order to improve the quality of the LASTING project and results. In the already signed Consortium Agreement (CA), no arrangements have been made on background information in view of IPR, which indicates that not any partner foresees to claim IPR. Sharing information is therefore not expected to result in problems or limitations. However, in the case a partner wants to implement more protective measures he or she is free to do so according to the CA and Grant Agreement (GA).

Nevertheless, an IPR management role is appointed. The role is further specified in Deliverable D4.2 and in general consists of keeping records of any results generated that might need to be IPR protected on partner request, providing information on protection and ownership of IPR and addressing queries regarding interpretations of the rules and regulations stated in the GA and CA. Potential conflicting interest will be reported to the Steering Committee (SC) for a decision.

The role of the IPR Manager lies with the project coordinator, as agreed with all project partners.

In general, the results are owned by the party that generated them. Joint ownership is governed by Art. 26.2 of the GA. Transferring these results between partners and the dissemination of these results are regulated in the CA's section 8. In LASTING, free sharing and dissemination is foreseen but a party can object to this if results are critical for its commercial activities.



## 3.2 The Exploitation of the LASTING Results

No *business plan* is necessary for the projects results, as they are mainly about information gaps concerning innovation needs, plus a communication campaign. Both concern all waterborne transport stakeholders that are already involved or plan to become involved in RD&I activities. However, it is relevant to address the follow-up actions and likely desired continuation of these actions, to further support the sector's RD&I involvement after the project lifetime.

Since the project is a communication- and waterborne transport-oriented CSA, the project results will be available to be taken-up and used by all the project partners. And as almost all the project partners are waterborne transport stakeholders, there is a natural interest from them to use the results of this project.

As specified in the GA, the Waterborne TP will take over the communication strategy and campaign after the lifetime of LASTING and will ensure a durable implementation of the concepts and materials developed in the framework of the project.

More specifically, Waterborne TP will:

- **Continuously address the results from WP1** – the information gaps and the solutions to them – in its activities. This approach will ensure that the waterborne transport stakeholders can boost the RD&I involvement and results, especially in the context of the ZEWT Partnership and more other HEU opportunities;
- **Use the elements of Creative Concept developed by LASTING as an integral part of its organization of or participation to relevant events.** It will also encourage its members and other waterborne transport stakeholders to adopt the LASTING Creative Concept as an example of 'best practices' in terms of event organization. There is no foreseen time limit for the use of this 'plug-and-play' event concept, though it is certain that it will witness some modifications along the way;
- **Directly use specific dissemination results, such as videos or information regarding the RD&I funding opportunities during the current MFF, long after the project end.** This information is of critical importance and also quite stable in time – up to 2027 at least. These results can be used to target both the sector at large as well as some specific stakeholders, such as SMEs. Some updates will have to be implemented to take into account the natural developments in this period, yet the bulk of the work will have already been done in the context of LASTING.

The Waterborne TP aims to increase the targets as set under the expected impact every year and will ensure participation to and organization of waterborne transport events.

Until the end of 2022 the project had succeeded not only in gathering a lot of content-related information for the interest of the sector (ref. WP1 deliverables). It had also participated in two key events – SMM 2022 and TRA 2022 – during which it had communicated extensively, helped organise different meetings, etc. More importantly, the results and lessons learned from these events are taken by the project partners and will be used not only to improve the LASTING activities for the rest of the project lifetime, but also for the exploitation plan – e.g. the videos shot during TRA, some of the dissemination materials (their blueprints), specific communication ideas (e.g. the billboards in Lisbon).

All the other LASTING partners involved in the waterborne transport sector will take up the relevant project outputs and integrate them into their work activities according to their needs and sector developments. As most of them are also Waterborne TP members, it is certain that they will contribute to various degrees in the association’s activities which, as mentioned above, will automatically include the exploitation of the project’s results. Its outstanding partnership and network of collaborating organizations creates a fertile ground to achieve maximum impact.

In that case, the LASTING communication and dissemination strategy will inform, raise awareness, engage and collaborate to ensure impact in order to achieve the following main objectives:

1. **Ensure** that all relevant information and outcomes will have the maximum possible outreach at Member State and European level.
2. **Maintain and further enlarge** the number of relevant stakeholders that participate in the promotion and networking events based on the LASTING ideas, such as conferences, seminars and technical workshops.
3. **Further enlarge the mechanisms** that can maximize the exposure of the project outputs to the largest possible audience.

As this is the second version of the PEDR document and the dissemination activities (the implementation of the LASTING communications campaign) are still on-going, the exploitation section only gives the more general approach of the future planning, the actions to be implemented, the main project results so far and how all the project outputs will be used, in general, for the exploitation part. Strong and effective dissemination activities are critical for enabling LASTING to achieve its objectives. Based on the experience gained during the rest of the project lifetime, the partners will be able to calibrate and detail their exploitation plans, which will then be presented in detail in the last PEDR version, at the end of the project.

## 4 Conclusion

This report outlines the structure and content of the project's (Intermediate) Plan for Exploitation and Dissemination of Results, aimed at presenting the strategy of the exploitation and dissemination/communication activities of the LASTING project. It also lays the directions to be reviewed and updated within the final PEDR version.

It has a comprehensive yet simple approach, covering the project's objectives, communication channels and tools, target audiences, timeline, partners' responsibilities, and the communication flow and responsibilities.

The final PEDR version will be created based on the entire LASTING experience, including the information from and application of deliverables D2.2 Creative Concept, D3.1 Campaign Plan, D3.2 Communication Materials and toolbox and D3.3 Campaign Evaluation Report (1<sup>st</sup>). The document will then be used by Waterborne TP, the other LASTING partners and all stakeholders active in the waterborne transport research arena to continue the (updated) dissemination work for the benefit of the entire waterborne transport community.

## Annexes

The Annexes below provide an excerpt of the universities campaign initiative by LASTING during 2023. As mentioned in the document, the campaign is led by WEGEMT with support from the other consortium members.

The first Annex outlines the main questions from the questionnaire used by WEGEMT to collect information from the universities in the context of the LASTING campaign and the information presented (the main WP1 results).

Annex 2 provides some of the slides used by WEGEMT during the presentation and subsequent exchanges with the universities.

## Annex 1 – KNOWLEDGE OUTPUT COLLECTION QUESTIONNAIRE

### Questionnaire

1. What attracted you to do research in waterborne transport or transport?

2. What are the most exciting innovations and trends you are currently seeing in zero-emission waterborne transport?

3. What are the obstacles to unlocking the full potential of the of the RD&I aspects?

4. What are the obstacles that you face in your research work?

5. Do you have sufficient information on EU funding opportunities?

6. How easy or difficult do you find it to receive EU funding?

7. How easy/difficult do you find to obtain information from past or on-going (publicly-funded) research in waterborne transport?

8. How easy/difficult do you find to become involved in RD&I projects with other sector stakeholders?

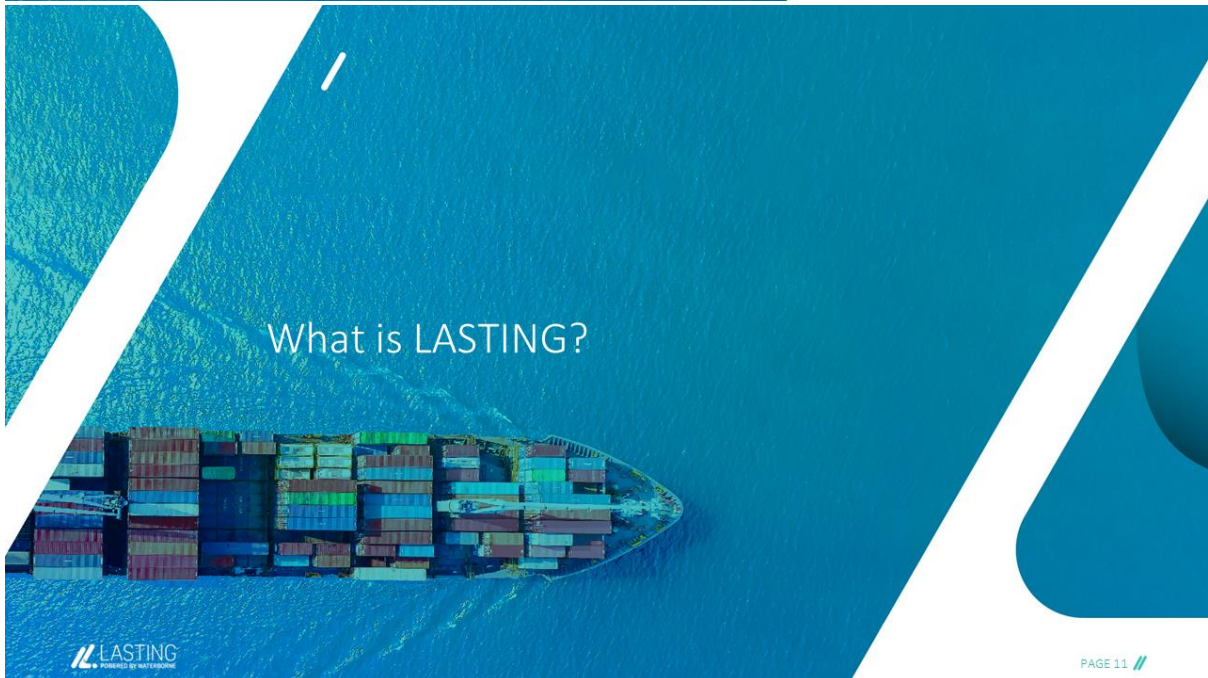
Annex 2 – LASTING PRESENTATION SLIDES




LASTING  
POWERED BY WATERBORNE

Introduction to LASTING (LET'S GO FOR WATERBORNE TRANSPORT RESEARCH)

 This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No. 101006923



What is LASTING?

 LASTING  
POWERED BY WATERBORNE

PAGE 11 //

## / What is LASTING?

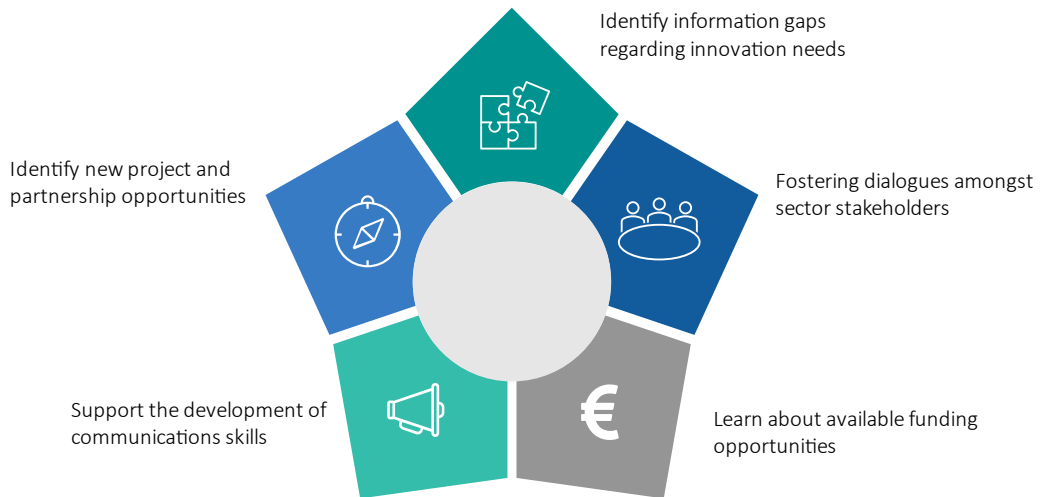
The **waterborne transport sector** is characterised by its diversity of stakeholder categories, broad geographical scope and international dimension. In parallel, the sector faces various challenges and opportunities in regards to innovation, digitalisation, green transition and competitiveness.

The LASTING (Let's go for Waterborne Transport Research) project seeks to meet these challenges and opportunities through the implementation of communications and stakeholder engagement activities to broaden engagement of the European waterborne transport sector in RD&I activities and raise awareness on the importance of this transport sector.

Specific activities implemented by LASTING project include:

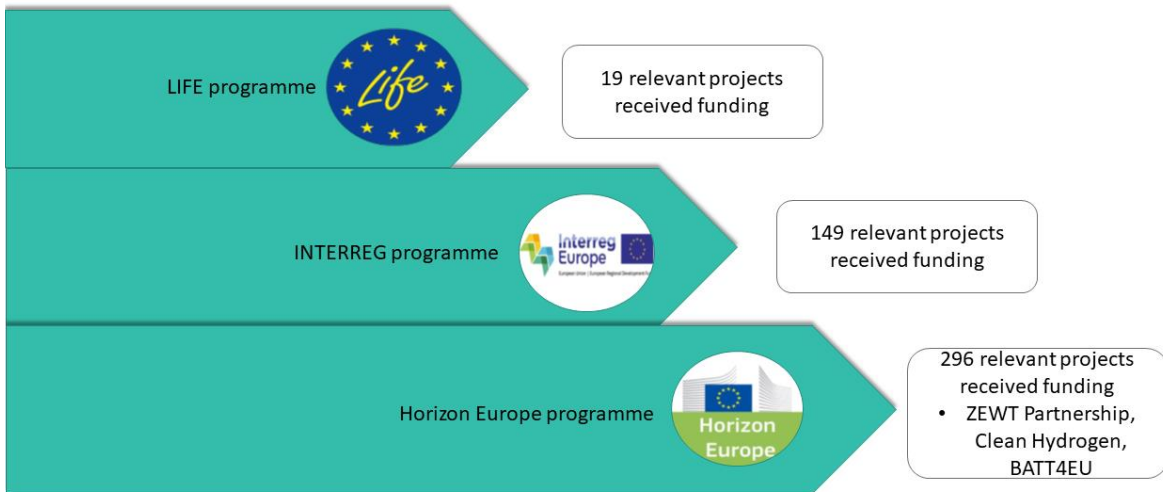
- Communications campaigns
- Stakeholder engagement events
- Trainings
- Information materials and sessions

## / How can you benefit from LASTING?





What are the main RD&I funding sources for waterborne transport?





## / Information Resources for EU RD&I Funding

### **CORDIS (Community Research and Development Information Service)**

is the European Commission's CRIS system and the European Commission's main source of information on the results of projects funded by the EU Framework Programmes for Research and Innovation and where information on the project in question is already available

### **LIFE PROGRAMME PROJECT DATABASE**

The LIFE programme is the EU's funding instrument for environment and climate action, strongly related to waterborne transport.



### **ESIF (European Structural and Investments Funds)**

The data included in the platform comes from the 533 national, regional or interregional programmes adopted under the ESIF Funds by the Commission following discussions with the relevant national and regional authorities.

### **TRIMIS (Transport Research and Innovation Monitoring and Information System)**

The Transport and Research and Innovation Monitoring and Information System (TRIMIS) supports the implementation and monitoring of the Strategic Transport Research and Innovation Agenda (STRIA) that outlines future transport research and innovation (R&I) priorities to decarbonise the European transport sector

### **DATA EUROPE**

This tool is highly important because it is the official portal for European data (<https://data.europa.eu/en>). It compiles information that is crucial for the waterborne transport sector through a section of Transport datasets including data catalogues, datasets, and institutional data

PAGE 16 //

