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CONTENTS

EXECUTIVE SUMMARY	4
1. INTRODUCTION.....	5
1.1 Purpose	6
2. COMMUNICATION AND DISSEMINATION STRATEGY.....	7
2.1 Communication and dissemination methodology	10
2.2 General communication and dissemination objectives.....	11
2.3 GAP Clear Messages	12
2.4 Procedures and Protocols	13
3. IDENTIFIED KEY END USERS AND STAKEHOLDERS	15
4. DIVISION OF THE WORK	19
4.1 Internal dissemination: activities and responsibilities	21
4.2 External communication: activities and responsibilities	21
5. INTERACTION WITH STAKEHOLDERS AND END USERS.....	25
5.1 Conferences	25
5.2 Publications.....	27
5.3 End User Advisory Board Meetings	28
6. COMMUNICATION MATERIAL AND TOOLS	29
6.1 General guidelines to external communications	30
6.2 Online Communication Tools	32
6.3 Communication Material	32
6.3.1 Logo.....	32
6.3.2 Templates	33
6.3.3 General presentation	34
6.3.4 Newsletter	35
6.3.5 Press releases	35
6.3.6 Banner.....	36
6.3.7 Flyers.....	36
6.3.8 Factsheets	36
6.3.9 Blog	36



7.	COMMUNICATION ACTIVITIES WITH TIMELINE	37
7.1	Communication Action Matrix.....	37
7.2	Dissemination reporting	38
7.2	Midterm External Workshop and Final Conference	38
7.3	Media Evaluation	40
8.	EXPLOITATION.....	44
8.1	Commercial exploitation.....	44
8.2	Exploitation activities	44
8.3	Overview of exploitation.....	45
8.4	Develop exploitable foreground.....	46
8.5	Undertake joint and individual exploitation activities.....	46
9.	CONCLUSIONS.....	48
10.	REFERENCES.....	49
11.	ANNEXES	50
	ANNEX 1 Press Release Template	50
	ANNEX 2 Power Point presentation template	51
	ANNEX 3 Word document template	52
	ANNEX 4 A4 Poster template	53
	ANNEX 5 Dissemination Reporting Template.....	54
	ANNEX 5 Newsletter template	56

List of figures

Figure 1	Horizon 2020 Communication Strategy Checklist	8
Figure 2	GAP Communication Strategy Processes	9
Figure 3	GAP Communications Methodology	11
Figure 4	Overall understanding of WP7 procedures.....	13
Figure 5	End user levels	16
Figure 6	Example of stakeholder engagement (ref: GAP Grant Agreement)	18
Figure 7	GAP Dissemination activities	22
Figure 8	Grant Agreement Article 38.	30
Figure 9	Grant Agreement Article 38.1.2	31
Figure 10	Grant Agreement Article 38.1.3	31
Figure 11	GAP -project logo	33
Figure 12	List of GAP templates	34
Figure 13	GAP Communications Matrix	37



EXECUTIVE SUMMARY

Efficient communication and timely information delivery of project activities ensures short and long term success of the project that is a core interest of Gaming for Peace (GAP) project. In addition, communication and dissemination activities are fundamental in order to create project visibility and to reach various target groups. These fundamental elements are included to GAP's Communications Plan, which introduces the strategy for dissemination, communication and exploitation.

Firstly, the dissemination methodology proposed includes three steps/phases. The phases form the processes to ensure efficient and sustainable information sharing in GAP even beyond the lifespan of the project. GAP's dissemination methodology has seven basic questions to follow that are the building blocks for a coherent dissemination approach. The questions are:

- 1) TO WHOM and WHERE to disseminate
- 2) WHAT to disseminate
- 3) WHO to disseminate
- 4) WHEN to disseminate
- 5) HOW to disseminate; and
- 6) WHY to disseminate (expected achievements).

Secondly, the dissemination activities which will form the answers to these questions, not only guarantee comprehensive dissemination, but also realises the skill of all GAP-consortium partners to communication and dissemination activities. Furthermore, the questions focus on potential audiences of GAP's results and products, and how to identify these audiences which brings sustainability to the project. Creation of the clear message of GAP is supported by the creation of dissemination materials and activities such as press releases, social media updates, a dedicated website, articles, newsletters, mailing lists, strong branding through logos and document style, project presentations, workshops and conferences participation.

Thirdly, the communication action matrix will ensure timely dissemination of project results to external contacts. The matrix is built around each milestone defining each WP partners' responsibility to communicate any actions and deliverable related to the milestone. This ensures that all GAP partners carry out their information sharing responsibility fully, and in a timely manner.

Internal and external communication activities will provide the relationship between operational work packages and external partners, networks and contacts to ensure the building of clear GAP messages. All communication and dissemination activities and related material will acknowledge Commission guidelines namely Articles 28, 29, 38. This will ensure that all information shared on GAP is in line with the norms of EU and Commission and promote the set standards of best practice.



1. INTRODUCTION

This deliverable “D7.1 Communications Plan” introduces the key actions to be accomplished according to communication and dissemination during GAP’s project implementation phase. This Plan will provide guidance to the project partners, aligning their activities with the communication purposes, strategy and methodology, responsibilities and work divisions.

Firstly, we aim to introduce the purpose of this document with a perspective of the overall objectives of H2020 project dissemination. Secondly, we will introduce the selected strategy and methodology in order to achieve the set goals of the WP7. Chapter 2 will also present the key procedures and protocols for the external communications. Moreover, we see the importance of clarifying the key messages of the GAP project for partners and the varied audience.

Dissemination is defined in the following way: “The public disclosure of the results by any appropriate means, including by scientific publications in any medium”¹. The general aims and objectives of dissemination in Horizon 2020 projects are listed the following:

- 1) Showing how European collaboration has achieved more than would have otherwise been possible, notably in achieving scientific excellence, contributing to competitiveness and solving societal challenges
- 2) Showing how the outcomes are relevant to European citizens’ everyday lives, by creating jobs, introducing novel technologies, or making our lives more comfortable in other ways
- 3) Making better use of the results, by making sure they are taken up by decision-makers to influence policy-making and by industry and the scientific community to ensure follow-up.²

The GAP project aims to coordinate various organisations, including peace building stakeholders, policy makers and other international research projects past and current, to conduct a rigorous assessment of current knowledge and existing training related to conflict prevention and peace building in order to capture current best practice. In order to achieve this objective, the effective dissemination and communications will play an important role. Moreover, the GAP project will contribute to show the Pan-European collaboration in achieving scientific excellence and contributing to competitiveness especially in the field of gamification and peacebuilding.

¹ European IPR Helpdesk: Fact Sheet. The Plan for the Exploitation and Dissemination of Results in Horizon 2020.

² European Commission, (2014) *Communicating EU research and innovation guidance for project participants*. This project has received funding from the EU Framework Programme for Research and Innovation HORIZON 2020 under the agreement 700670. Agency is not responsible of any use that may be made of the information it contains.



1.1. PURPOSE

This document is provided part of the GAP project communication and dissemination. The purpose of the Work Package (WP) 7 Communications and Dissemination is to ensure efficient communication, create project visibility and to reach various target groups. The overall objectives of WP7 Communications and Dissemination are:

- 1) Raise the awareness among the end users and stakeholders – across the international network, especially EU stakeholders such as civilian and uniformed peacekeepers, and peacekeeping agencies, including peacekeeping training institutions (PKTIs), national authorities, ESDC network etc.
- 2) Inform - in order to educate the peace building community (special focus to police and military actors)
- 3) Engage - the relevant user and decision-making communities in order to receive input and feedback
- 4) Promote – campaign for the outputs of GAP so that they have sustainable results for the peacekeeping community

The main purpose of this document is to clarify in more detail the work division between GAP Consortium partners according to dissemination and communication, share the information about these activities and provide a clear structure of the means of communication to generate a clear GAP ‘voice’. The document will provide an overall understanding of the key end users and stakeholders of the GAP project. The communication protocols and processes will work as guidance for the whole duration of the project’s existence.

This document will support the creation and delivery of communication materials and channels. It will clarify the protocols for organizing and attending conferences, workshops and seminars for different target groups. The plan will describe the planned activities in order to spread the knowledge of the GAP project goals and deliverables. Moreover, it will support all the education and commercial exploitation opportunities of GAP results. Finally, the plan will provide the basic understanding of how communications and dissemination can support network leverage. All this together will ensure effective dissemination plan and support success of the project.³

³ SEDL 2001. National Center for the Dissemination of Disability Research. Developing an Effective Dissemination Plan. Austin, Tx: Southwest Educational Development Laboratory.



2. COMMUNICATION AND DISSEMINATION STRATEGY

Efficient communication during the GAP project ensures short and long term success of the project. In any research or coordination project, the dissemination is a fundamental activity to create project visibility and reach various target groups. This is core to the strategy of spreading knowledge about GAP among different target groups by using different instruments.

To really make an impact with dissemination approach there is a need to be both creative and strategy-oriented in planning the communicative acts. Creativity can be seen in the development of the project's core message where the aim is finding the so called "stickiness factor" as suggested by Malcolm Gladwell: *The specific quality that a message needs to be successful is the quality that a message needs to be successful is the quality of it 'stickiness'. Is the message- or the food, or the movie, or the product-memorable? Is it so memorable, in fact that it can create change, that it can spur someone to action?*⁴

In the dissemination strategy there is a need to consider how the idea, project will communicate through its lifecycle as well as how it will communicate practically through actions when the project has ended. According to Hall (2001, 10) an effective dissemination strategy should include the following steps:

- promoting awareness of the project (e.g. choice of media)
- preparing a variety of information products (e.g. highlight reports, fact sheets/monographs, theme reports, training materials, workshop kits etc.)
- tailoring information products to user needs and abilities (e.g. finding out the target groups with different information needs)
- ensuring that the information is accessible (e.g. decisions about digital vs. printed material)
- using credible sources for producing the materials⁵

Dissemination usually refers to the process of broadcasting a message to the public without direct feedback from the audience, and runs counter to the traditional view of communication which requires a sender and a receiver. Dissemination, in the context of European coordination projects, involves the knowledge sharing of project results and is understood to be an activity of crucial importance during the project implementation process. The Communication Strategy revision will notice Horizon 2020 Communication Strategy Checklist that includes six main themes with detailed guidance.⁶ The six themes are:

⁴ Gladwell, M. 2006. *The tipping point: How little things can make a big difference*. Little, Brown.

⁵ Hall, M. H., McKeown, L., & Roberts, K. 2001. *National Survey of Giving, Volunteering and Participating*. Ottawa: Ministry of Industry.

⁶ European Commission, 2014. *Horizon 2020 - Communicating EU research and innovation guidance for project participants*.



Act	Check
Ensure good management	1) Have resources been allocated (time and money)? 2) Are professional communic tors involved? 3) Is continuity en ured
Define your goals and objectives	1) Are there any goals and objectives? 2) Are your goals and objectives neither too ambitious nor too weak?
Pick your audience	1) Is your audience well defined? 2) Does it include all relevant target groups?
Choose your message	1) Is it news? 2) Are you connecting to what your audience wants to know? 3) Are you connecting your own communication objectives?
Use the right medium and means	1) Do they reach the audience? 2) Do they go beyond the obvious?
Evaluate your efforts	1) Have you reached your goals and objectives? 2) What lessons have you learned?

Figure 1 Horizon 2020 Communication Strategy Checklist

Project communication is based on Horizon 2020 guidelines on Best Practices on Strategic Communication and hence the focus in communication is three fold ⁷

1. Targets, audience and message is clarified before deciding on the media
2. Creative people plan to achieve desired outcomes
3. Objectives are clearly defined

The GAP Communication Strategy is built according to this checklist. If there is a need for updates during the project implementation the needed steps will be taken into account. In the beginning, we aim to focus on clarifying the key messages of the GA project, defining the project audience (key end users and stakeholders) and according to these decisions we finally define the communication means in order to reach the target audience. However, given the nature of the project objectives set out under GAP, project dissemination activities have been specially designed to allow the sharing of emerging concepts and findings in order to receive and record valuable stakeholder reactions, validation, feedback, approval and acceptance.

GAP's Dissemination and Exploitation Strategy is three fold. First of all, the aim is to ensure efficient communication; second, create clear and sound project visibility; third, reach profoundly various target groups for maximum project impact. In order to achieve the efficient communication, the implementation of the strategy will include the following process:

⁷ European Commission, 2014. Horizon 2020 - Communicating EU research and innovation guidance for project participants.

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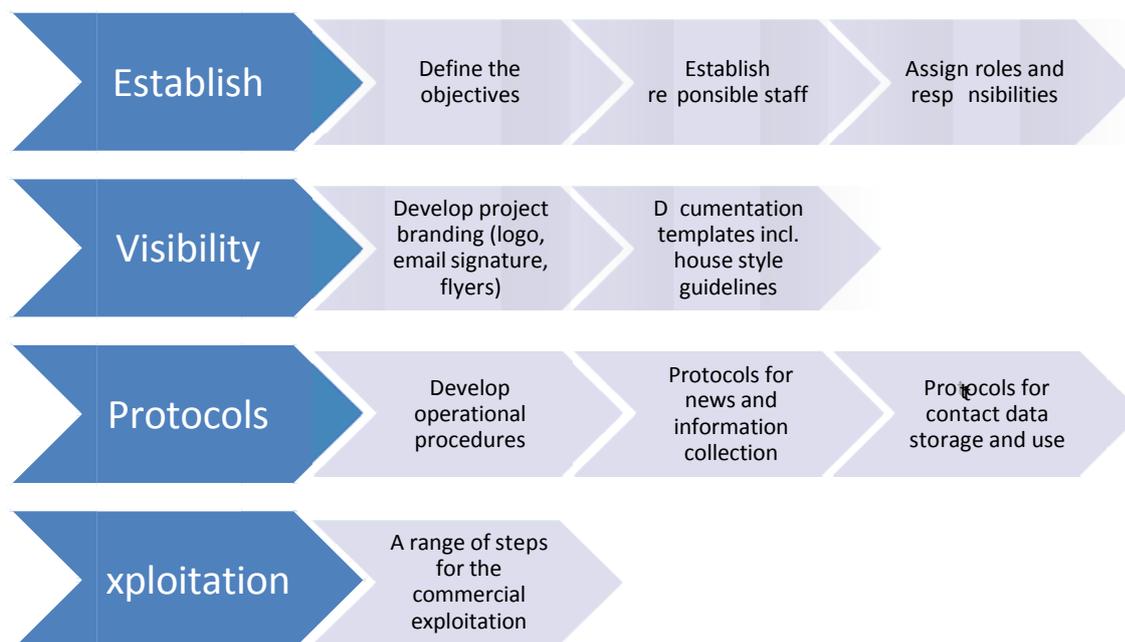


Figure 2 GAP Communication Strategy Processes

Since the communication and dissemination activities are executed within the whole project's duration, the initial dissemination strategy as with the communication objectives are to be revised and updated quarterly and shall be conducted in such a way that benefits the project until its completion, with successful results and delivered products. A coherent strategy builds an active platform for spreading the knowledge. The process related to strategy implementation is noticed in GAP Communication Action Matrix with detailed list of work and WP responsibilities related to the named actions. It is noticed that step by step planned communication strategy ensures efficient results and success in actions⁸.

Needs to update the dissemination strategy will be followed-up quarterly, and the background information to this is produced by GAP media evaluation activities. Plans to measure and evaluate impacts of the strategy will be delivered in the beginning of the project to the coordinator (see chapter media evaluation). The plan includes detailed list of indicators (quantitative and qualitative) to record the impact of the actions related to strategy. Results of the measuring and evaluation are delivered to Project Management Board (PMB) monthly meetings, and possible initiatives to noticed needs to change the strategy will be implemented with agreement of the coordinator. If the results point out a need to change the dissemination strategy, implementation activities and/or methods,

⁸ Economic and Social Research Council. 2014. Communications strategy: a step-by-step guide. Swindon: Economic and Social Research Council.



they will be discussed with the coordinator in the Project Management Board (PMB) monthly meetings and next advisory board meeting. After the discussions and agreement, required changes will be made to the strategy and the indicators. The changes will be conducted in the time frame of the Communication Action Matrix given to the strategy update. The timeframe to revise the strategy is to ensure efficient and successful dissemination that will enhance the success of the project⁹.

2.1. Communication and dissemination methodology

A detailed communication and dissemination methodology describes the actions during the dissemination process defining the way of planning, performing and reporting dissemination activities, as well as the way of allocating responsibilities among the GAP partners. It is noticed that all steps in the success and development of the project must be well disseminated while they affect to the whole success of the project¹⁰.

The Communication and Dissemination methodology in GAP includes (1) planning, (2) performing and (3) reporting phases and the six key questions for project partners to follow in each of the phase to provide material for internal and external communication and dissemination activities. This cycle is connected to every dissemination activity in GAP ensuring coherent information flow of all project results in internal and external information sharing.

The six questions are: 1. TO WHOM and WHERE to disseminate, 2. WHAT to disseminate, 3. WHO to disseminate, 4. WHEN to disseminate, 5. HOW to disseminate 6. WHY to disseminate (expected achievements). The questions are to ensure a coherent dissemination approach among all project partners and to bring clear message to all GAP deliverables. For communication and dissemination, the GAP project will follow the methodology presented below:

9 Harmsworth, S., Turpin, S., Rees, A., Pell, G., 2001. TQE – National Co-ordination Team; Bridging the Gap Innovations Project. Creating an effective Dissemination Strategy. An Expanded Interactive Workbook for Educational Development Projects. Centre for Higher Education Practice: Open University.

10 Wilson, P.M., Petticrew, M., Calnan, M.W., Nazareth, I. 2008. Why promote the findings of single research studies? *BMJ*. 2008; 336:722.



Figure 3 GAP Communications Methodology

In the planning phase of any communication and dissemination activities, like creating marketing materials, the work must be based on the six questions mentioned above. The performing phase will use the agreed dissemination methods and layouts to share information e.g. Commission rules and GAP style rules. The reporting phase will be also conducted according to the rules of the Commission with internal reporting layouts provided for deliverables created for all project partners to have clear and coherent approach in reporting.

2.2. General communication and dissemination objectives

According to the originally stated GAP Communication and Dissemination descriptions the objectives include implementing suitable communication and dissemination initiatives to ensure the maximum visibility and institutional take-up of the project results as well as good level of awareness of the project within stakeholders' communities.

The objectives for the external communications and dissemination are to:

- 1) Ensure efficient communication
- 2) Create project visibility
- 3) Reach various target groups
- 4) Guarantee sustainability of the project results (implement Communication and Dissemination strategy)

The objectives for internal communications are to:

- 1) Monitor the status of GAP developments in order to keep WPs aware of the project progress
- 2) Ensure coherent internal communication between WPs
- 3) Make relevant internal information available also to external communication
- 4) Support delivery of the game provided in GAP to the knowledge of the stakeholders according to the plans mentioned in the project proposal



2.3. GAP Clear Messages

This Dissemination and Communication Plan supports the GAP project to build clear messages between the project consortium partners to the public audience of stakeholders and end users. The suggested key messages to be used in external communications about the GAP project are as defined below:

Personnel deployed on Conflict Prevention and Peace Building (CPPB) missions, particularly in high risk areas, need to be equipped with the skills and knowledge to perform successfully from the start of their tour of duty in the respective CSDP mission or operation.

The GAP project proposes that Serious Games offer a 21st century environment within which Conflict Prevention and Peace Building (CPPB) personnel can experience scenarios through role-playing in their own organization and by role-playing people from other organizations, and in doing so, increase their understanding, creativity and ability to communicate and collaborate with the other organizations in the network organization that is a CPPB mission.

The Gaming for Peace (GAP) project proposes to fill a recognised training gap; embedding a base curriculum of soft skills (communication and cooperation) that facilitates coordination and relationship building in an environment of organisational, gender and cultural diversity. This is aimed at new and existing peacekeepers to learn, share and refresh these vital skills.

The EU has been involved in 34 Conflict Prevention and Peace Building (CPPB) missions in three continents since 2003, deploying 150,000 personnel from militaries, police, civilian and non-governmental organizations. The trend in number and scale of missions is moving upwards, and the problems underlying these missions are becoming more complex and challenging for the EU to respond to strategically and operationally. Training large numbers of personnel from different organizations and nations is an enormous challenge, in terms of logistics and cost.

New training curricula for enhancing the preparedness and skills of personnel for Conflict Prevention and Peace Building (CPPB) missions especially in high risk countries contributes to more efficient and effective conflict prevention and peacekeeping missions. Ultimately, this should reduce the costs of such missions, whilst at the same time contribute to a more efficient implementation of the Common Security and Defence Policy (CSDP).



2.4. Procedures and Protocols

In terms of external communication of the GAP project, effective publish (e.g. News, press releases and social media updates) is valuable in order to raise the awareness. As starting point, WP7 Lead partner will prepare and produce the dissemination materials and the templates to be used as part of the external communication. Deliverable 7.2 Communication Package introduces all the communication materials and tools created in the beginning of GAP project by WP7. The content of this package will support not only GAP Consortium partners to identify the key tools for communication, but all relevant end users and actors to promote GAP –project visibility.

The overall understanding of the procedures in project dissemination (Figure 4) focuses on describing the whole process: a delivery of the materials by partner/beneficiary, drafting the material by the WP7 lead, and validation of the material done by the Coordinator.

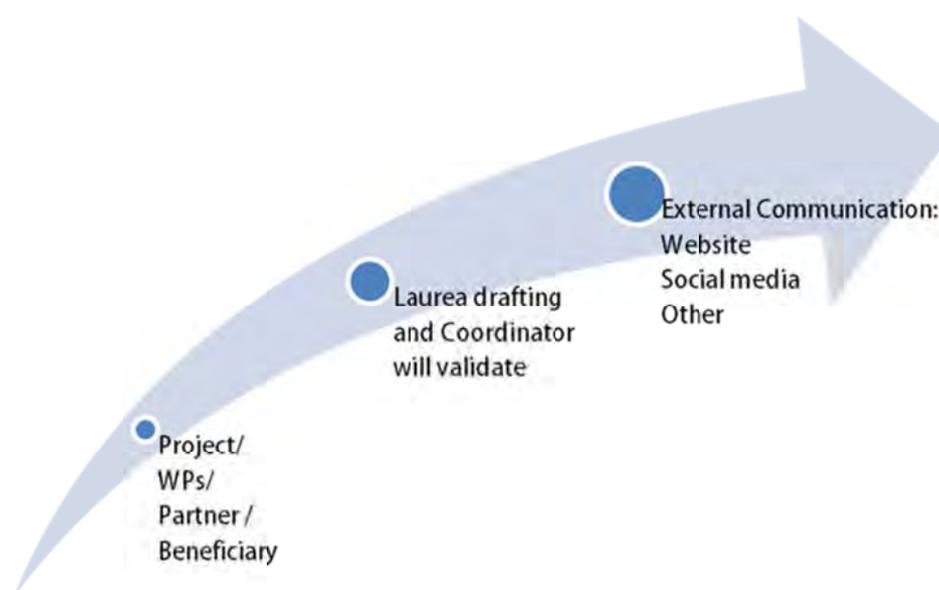


Figure 4 Overall understanding of WP7 procedures

The GAP project partners must be involved as much as possible in making dissemination materials especially presentations, flyers, blogs, newsletters and press releases. Their contribution will be requested particularly in areas where they'll have more opportunity for capacity building. In order to build a systematic approach to delivery of publishable material (such as press releases), WP7 Lead partner has prepared the templates to be used when writing the external communication material. All GAP beneficiaries will be potential contributors for WP7 dissemination.

Beyond the overall understanding, we may use the following protocols when communicating externally in a form of online media tools;



<p>News, Articles and Press Releases</p>	<ol style="list-style-type: none"> 1) The lead partner (WP7) will first modify and check the proposed dissemination material (e.g. press release) submitted in good time by the partner/beneficiary to allow for sufficient review and forward the material to the Coordinator . 2) The Coordinator will provide final validation of the material to be communicated externally through selected devices (e.g. website)
<p>The social media updates</p>	<ol style="list-style-type: none"> 1) The partners will update the WP7 Lead Partner with quick updates of upcoming or past events and/or news related to the work they have completed/will be completed. P7 Lead Partner will update the GAP social media devices based on the information shared by the partners 2) The lead partner (WP7) will publish and maintain the social media tools based on their best knowledge and experience. This will be used especially in terms of Twitter retweets and comments. 3) All partners should contribute to social media communication through their own organisational pages/feeds using @gapforpeace and relevant hashtags (e.g. #GAPproject #H2020 #gamingforpeace #gaming)



3. IDENTIFIED KEY END USERS AND STAKEHOLDERS

“GAP will achieve its objectives by bringing together a variety of actors to review and evaluate current training, to identify the gap for accessible, affordable relevant for CPPB missions soft skills training, to create a soft skills, game-based curriculum which can be delivered via a multiple player online role playing game, and to build into the game the means to measure learning outcomes. To do this, coordination is required from a variety of academic disciplines, experts in skill evaluation, game design and end users. This is achieved through the composition of the project consortium and advisory boards.” (Grant Agreement, 2016)

Identification of key end users and stakeholders of GAP is crucial in order to ensure end user integration and engagement throughout the project. End user engagement ensures the GAP project results will meet with the actual user needs to be addressed. This supports project results to fulfil the required needs providing sustainability to the project. Identification of key end users in terms of dissemination must be clarified both at the project level and finally in the exploitation level. The key end-users are of great importance to themselves disseminate information on GAP from the beginning of the project to the project end ensuring the interest and engagement of the key end-users to the project. This will ensure that the end users will provide their support to the project and deliver information on all aspects of the project. The purpose of integration is to increase knowledge of GAP extensively. The end user groups within the GAP project include (list not exhaustive):

- Policy level: High Representative, EEAS, CEPOL, EDA, European Commission
- Operational level: national military and police services, international peacekeepers and police
- Academic level: training providers, military academy, social science departments/universities, academic partners specialising in Political Science, Information Technology, Education, Law, International Relations, Public Administration, Social Sciences, Economics and related fields
- Conflict prevention (involved with soft skills (such as mediation and negotiation))
- Training and education institutions: ECVET national leads, Europass national leads, training providers, VET institutions
- EU Member State institutions (including governmental organisations): MoD, MoI, MFA
- International organizations: UN, OSCE, EU missions and operations
- Other FP7/H2020 projects: IECEU; WOSCAP; EU-CIVCAP; ProsocialLearn; TACTIC_EU etc.

For the first year of the GAP project we will be updated more according the primary key end user levels as political level, operational level and academic level.



Figure 5 End user levels

The main stakeholders of the GAP project are the Policy makers, in EU and international level, International Organisations working in the field of crisis management and peacebuilding (such as European Union (incl. EU institutions), United Nations (UNDPKO, UNOCHA) and OSCE) current training providers, private security companies, militaries, police forces, NGOs, European Security and Defence College, SME games company, CEPOL, other EU projects on the same topic, EU Member States, academic communities as well as other training organisations and think tanks, experts working with crisis management and peacebuilding. GAP pays special attention to delivering the project research knowledge to decision makers in order to enhance wide knowledge of the project and implementation of its results for extensive use¹¹.

GAP will support the work of the EDA, the High Representative, and the EEAS by bringing together and facilitating the cooperation and operational training of all end users involved in peacebuilding, mediation and conflict prevention. This will be done through, 'Core end user input is through the end user partners (PSNI, FINCENT, WSPol, BDI & PSP) which cover the five regions of Europe (West, North, South, East and Central). Additional input from potential end users, particularly civil organizations, is required for the gap analysis and evaluation workshops and this is achieved through the End User Advisory Board. The Expert Advisory Board comprises experienced experts drawn from military, police and civil organizations, who address the need to have awareness of the project and their articulated desire to see GAP come to fruition for their particular sector, articulated to the Commission'¹².

GAP will hand pick select representatives to join the GAP Advisory Board and/or the End-User Advisory Board from the listed end-user target groups in the first quarter of the project. 12 months into the project, the GAP Conference will be hosted in Finland, and will be attended by each partner who will present an update of the work on the project, as well as academic papers. It will host discussion workshops with members of the Advisory Board. The members of the End-User Advisory Board will attend and oversee the event and progress of the project. The second key event will be the Final Conference at the 28-month mark. This leaves two months for follow up dissemination and exploitation activities emerging at the conference. This conference will be a combination of

¹¹ Lavis, J. N., Robertson D., Woodside, J.M., McLeod, C.B., Abelson, J. 2003. Knowledge Transfer Study G. How can research organizations more effectively transfer research knowledge to decision makers? Milbank Q. 2003;81:221-48.

¹² GAP,-project 2016. Grant Agreement.

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presentations, workshops and events to mark the completion of the project and to ensure the sustainability of the output particularly the base curriculum, game software, and assessment Skills Passport.

Target Stakeholder group	Objective of communication	Method of communication	Proposed impact for target group
Policy makers	<ul style="list-style-type: none"> To facilitate networking between policy makers, researchers and CPPB staff and to promote GAP deliverables 	<ul style="list-style-type: none"> We will engage with External Expert Advisory board to identify key influences and send identified targets of regular newsletters and reports generated by WPs and encourage engagement with project blog and invite to major GAP events. 	<ul style="list-style-type: none"> Get high level buy-in for 1) identified training gaps and 2) the game and skills passport as training solutions. Promote buy in for the game concept. Ensure going. Ensure a two-way communication from the agency about their needs in relation to the game to ensure its take-up upon its completion.
Training providers	<ul style="list-style-type: none"> To foster cooperation and coordination between existing training and the game and skills passport. 	<ul style="list-style-type: none"> We will seek media exposure of the project to further influence a wider group of policy makers. External online communication channels (website, social media) 	<ul style="list-style-type: none"> Integration of new training method (developed in GAP project) with existing training in order to facilitate a harmonized approach. Develop potential users/customers for the game upon its completion.
Private security companies	<ul style="list-style-type: none"> To facilitate networking between private security and other agencies engaged in CPPB. To raise awareness of 1) the need for soft skills training and 2) the game as a training tool 	<ul style="list-style-type: none"> We will seek engagement of this group in the focus groups to be conducted as part of WPs 3 and 5, and further these contacts with ongoing communication via social media, blog, newsletter and events. We will also review on-going events in the area of private security and seek to make contacts via these events 	<ul style="list-style-type: none"> Promote buy-in for soft skill training and the game as a training solution. To build relationship with potential future collaborators or game customers. Ensure a two-way communication from these agencies about their needs in relation to the game to ensure its take-up upon its completion.
Militaries	<ul style="list-style-type: none"> To raise awareness of 1) the need for soft skills training and 2) the game as a training solution and 3) facilitate greater networking with other agencies 	<ul style="list-style-type: none"> Military are included in focus groups as part of WPs 3 and 5. We intend to use these contact for on-going dissemination after focus groups are completed through via social media and newsletters. Harnessing existing networks of GAP military partners identify key communications targets and develop project documentation 	<ul style="list-style-type: none"> Promote buy-in for soft skill training and the game as a training solution. Promote great understanding and cooperation with other CPPB agencies and personnel. Ensure on-going two-way communication from the NGO sector to the GAP consortium to ensure the game is relevant

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	involved in CPPB	templates for communication with these groups. To facilitate greater networking we will seek attendance from a wide range of military representatives at major GAP events and encourage engagement with the project blog (i.e. via comments to posts and seeking guest blog posts from military readers).	and adaptive to new issues in the field.
Police forces	<ul style="list-style-type: none"> To raise awareness of 1) the need for soft skills training and 2) the game as a training solution and 3) facilitate greater networking with other agencies involved in CPPB 	<ul style="list-style-type: none"> As described for the military, we will take a similar approach for police. We will use existing contacts and networks of consortium members, plus further contacts made during WPs 3 and 5 as targets for further dissemination. We will seek attendance from police representative at major GAP events. 	<ul style="list-style-type: none"> Promote buy-in for soft skill training and the game as a training solution. Promote great understanding and cooperation with other CPPB agencies and personnel. Ensure going two-way communication from the NGO sector to the GAP consortium to ensure the game is relevant and adaptive to new issues in the field.
NGOs	<ul style="list-style-type: none"> To 1) facilitate greater networking with other CPPB agencies and 2) promote the game as training in soft skills and inter-agency cooperation 	<ul style="list-style-type: none"> We have a staff member of the ESDC on the GAP External Expert Advisory Board. This Board member will conduit by which to communicate with other members of the ESDC. We will develop documentation templates (with advice from the ESDC board member) which will communicate GAP deliverables in the best way to the ESDC. We will also seek their attendance at major GAP events, engagement with project blog and social media. 	<ul style="list-style-type: none"> Promote buy-in for the game concept. Ensure going. Ensure a two-way communication from the agency about their needs in relation to the game to ensure it's take-up upon its completion.
SME games company	<ul style="list-style-type: none"> To develop links to serious game industry 	<ul style="list-style-type: none"> Participation at industry and research events including workshops, conferences, seminars and information days. 	<ul style="list-style-type: none"> To build relationship with potential future collaborators or game customers.

Figure 6 Example of stakeholder engagement (ref: GAP Grant Agreement)



4. DIVISION OF THE WORK

The division of work in internal and external communication and dissemination activities gives the basis to create and acknowledge operational procedures and dissemination protocols for news and information collation and processing. In addition, there will be clear understanding on lead staff with their assigned roles and responsibilities in internal and external communication and dissemination activities. The key in successful dissemination is that everyone knows who will do what; in other words the roles are clearly defined.¹³

The division of core responsibilities in external and internal communication activities is defined in the list below:

Coordinator	WP7 leader
<ul style="list-style-type: none"> • Responsible for internal communication • Approving all communication and dissemination material provided by Laurea to the GAP project • Conducting internal communication and dissemination activities • Approving GAP Communication and Dissemination plan • Providing and maintaining internal information sharing platform • Deciding the need and time to update and revise initial dissemination strategy and communication objectives • Approving suggested updates to initial 	<ul style="list-style-type: none"> • Establish responsible staff and assign roles and responsibilities to its communication and dissemination activities in GAP • Conducting external communication and dissemination activities • Creating Communication and Dissemination plan to GAP • Reporting to the coordinator on dissemination activities • Requesting permission from the coordinator for all external communication and dissemination material • Reminding the coordinator on need to update initial dissemination strategy and communication objectives • Proposing and updating dissemination and exploitation tactics on a monthly basis • Providing quarterly of the project reviews and updates on the progress of the strategy (including briefings, implementation and delivery) • Providing an activity plan to the progress of the strategy • Tracking dissemination progress and to provide additional direction and clarification on activities according to needs • Measuring and evaluating the impact of the dissemination and exploitation strategy using indicators such as number and nature of event attendees/ end-user feedback • Monitoring partner delivery/ attendance in relation to planned dissemination events in order to avoid duplication of dissemination activities • Conducting media evaluation on GAP • Developing operational procedures and dissemination protocols for news and information collation and processing • Planning and preparing updates to initial dissemination strategy and communication objectives • Ensuring that the GAP advisory board is used effectively to revise

¹³ Lomas, J. 1993. Diffusion, Dissemination, and Implementation: Who Should Do What. *Ann N Y Acad Sci.* 1993; 703: 226–37.



<p>dissemination strategy and communication objectives</p> <ul style="list-style-type: none"> • Tasking all WP partners to their communication and dissemination activities named in communication matrix to all media, target audiences and stakeholders • Contacting partners periodically to ensure the smooth running of the strategy and deal with any snagging required 	<p>and improve the dissemination strategy/plan</p> <ul style="list-style-type: none"> • Planning and providing communication action matrix • Including the GAP advisory board closely to planning and executing external communication to hand-picked stakeholders • Ensuring that the GAP advisory board's extensive networks are utilized for targeted information dissemination within the end user communities • Liaising and working with other EU project activities where relevant according to the agreement with the coordinator • Providing and maintaining mailing list on GAP key target groups • Planning and providing uniform generic presentations, logos, brochures and other promotional material to GAP (available through internal platform) • Preparing content to project publications and dissemination material • Providing and maintaining GAP website, and to share information via website on GAP • Providing and maintaining GAP social media (Facebook and Twitter and blog) tools, and to share information via the social media channels • Providing templates to internal and external use, including press releases, newsletter, presentations • Delivering GAP press releases and newsletters (according to communication action matrix) • Creating content and delivering project presentations (in conferences, training events etc.) and in mailing list • Creating content and delivering project blog • Preparing conferences • Preparing actions for exploiting the educational and commercial potential of the game • Ensuring that project information is disseminated in the GAP advisory board's workshops • Preparing and conducting workshops for the GAP advisory board • Participating and delivering information on the GAP in conferences, training events, seminars • Disseminating project results for the peace keeping community • Conducting media evaluation on GAP dissemination activities • Drafting academic paper • Develop a range of steps for the commercial exploitation of the GAP project outputs • Support creation of GAP exploitation Plan (focusing educational and commercial exploitation after the project) • Support creation of guidelines to GAP IPR issues and Customer Service
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4.1 Internal dissemination: activities and responsibilities

Well delivered internal communication aims to increase the efficiency of the work of all partners and increase the understanding of the consortium members on the mutual goals of the project whilst decreasing the unintentional duplication of work causing inefficient use of resources. The Coordinator will hold the main responsibility for internal information delivery inside the project between partners and WPs.

The primary tool for internal communication and information sharing is the internal online platform accessible provided (Sharepoint) and managed by the Coordinator. The platform will contain a well-structured document library covering all the WPs, dissemination material and a discussion forum enhancing the knowledge sharing, project planning and management of the project by all members of the consortium. Also the project communication matrix will be stored in the internal platform to support project management and to ensure transparent and inclusive communication among the partners. The online platform will be accessible via the project website which will be created and maintained by WP7 Lead Partner. The website is another primary tool for internal communication and information sharing.

Timely and steady internal information sharing is supported by Project Management Board (PMB). PMB meetings have been arranged on the first Tuesday of every month, and it consists of the Coordinator and representatives from each Work Package (leader of WP). All PMB representatives are requested to prepare summaries of the activity in their WP, generated by seeking updates from their WP partners. PMB will also suggest what kind of information on certain internal activities and project results will be delivered for external dissemination while the final decision on the content of the information is the Coordinator's responsibility. Therefore, press releases and newsletters will be carried out in coordination with the Project Coordinator and WP7 Lead Partner.

Well defined internal information delivery will ensure that all WPs and partners are well aware of the project proceeding and other central information that will ensure the project achieves its set goals. Internal communication and information sharing to members of Advisory board is also the responsibility of the Coordinator. However, WP7 Lead Partner is responsible for creating materials supplied to the End-User Advisory Board meetings and planned events according to the acceptance of the Coordinator.

4.2 External communication: activities and responsibilities

External communication and dissemination of project results is needed to ensure that project the achievements are well circulated and raise the awareness and understanding of the key target groups, ensuring sustainability to the project. The aim is to ensure that the activities, outcomes, results and benefits of GAP are communicated effectively to all external stakeholders. The long-term, durable benefits of GAP need to be expressed effectively and appealingly in external



communications for different wide audiences. In order to achieve these goals both internal communication procedures and clear external communication planning is essential. The Coordinator is responsible for internal communication and WP7 Lead Partner for external communication as agreed with the Coordinator. However, the external material will always be agreed with Coordinator before disseminated.

To ensure smooth external dissemination activities Laurea will assign responsible staff with defined roles and responsibilities to conduct and complete these tasks to a high standard. The staff includes actors such as (1) WP7 WP7 Lead Partner (2) Expert/Reviewer (3) Media officer (4) Media technical officer. The Communication and Dissemination Leader will report directly to the Coordinator, which will ensure the necessary harmonisation between the project activities and relevant communication and dissemination initiatives.

The external communication will be carried out through various tools (e.g. project web site, social media, press releases, electronic mailing list, project presentations in conferences, training events etc.) and especially social media will be heavily used (Facebook, LinkedIn blog and Twitter). The external communication will be strengthened through the use of the uniform materials (e.g. generic presentations, logos, brochures and other promotional material). WP7 activities to ensure effective dissemination and exploitation will include following activities

Activities	
i.	Managing, coordinating, monitoring and implementing the dissemination and exploitation strategy and related activities.
ii.	Tasking the partners with sourcing and driving information for dissemination to all media, target audiences and stakeholders.
iii.	Contacting partners periodically to ensure the smooth running of the strategy and deal with any snagging required.
iv.	Proposing and updating dissemination and exploitation tactics on a monthly basis.
v.	Regular reviews and updates on the progress of the strategy including briefings, implementation and delivery and produce an activity plan.
vi.	Production of a quarterly dissemination strategy to track dissemination progress and to provide additional direction and clarification in activities as needed.
vii.	Monitoring partner delivery/ attendance in relation to planned dissemination events in order to avoid duplication of dissemination activities. Liaise and work with other EU project activities where relevant.
viii.	Measuring and evaluating the impact of the dissemination and exploitation strategy using indicators such as number and nature of event attendees/ end-user feedback.

Figure 7 GAP Dissemination activities



The eight listed activities are clearly tasked in order to ensure coherent and timely external communication and dissemination flow supporting the success of the project. These activities are related to dissemination and communication tasks mentioned in GA, and explored further below.

(i) Managing, coordinating, monitoring and implementing the dissemination and exploitation strategy and related activities

The dissemination and exploitation strategy will be managed constantly by Laurea. Coordination and implementation of the activities mentioned in the dissemination and exploitation strategy are also constantly taken care of by Laurea. Communication and dissemination activities will be monitored on a monthly basis as announced in dissemination matrix. The results of the monitoring will be reported in Project Management Board meetings for all WP leaders and Coordinator to stay aware of the progress made.

(ii) the partners with sourcing and driving information for dissemination to all media, target audiences and stakeholders.

Tasking is discussed and agreed in Project Management Board (PMB) monthly meetings and together with the Coordinator.

(iii) Contacting partners periodically to ensure the smooth running of the strategy and deal with any snagging required.

The need to contact partners, and the material requested from them to dissemination activities, is discussed and agreed in Project Management Board (PMB) monthly meetings. This will relate directly to the WP timelines, interdependencies and the GAP precedencies model.

(iv) Proposing and updating dissemination and exploitation tactics on a monthly basis

Tactics will be discussed in Project Management Board (PMB) monthly meetings and possible new tactics implemented with agreement of the coordinator.

(v) Regular reviews and updates on the progress of the strategy including briefings, implementation and delivery and produce an activity plan.

Reviews and updates on the progress of the strategy are provided by WP 7 leader in Project Management Board (PMB) monthly meetings. The Dissemination Strategy Activity Plan will be produced and delivered at the beginning of the project and the plan reviewed simultaneously to the strategy. Actions to update the strategy and activity plan are agreed together with the Coordinator and Advisory Board. The timetable for the strategy update is provided in the Communication Action Matrix.

(vi) Production of a quarterly dissemination strategy to track dissemination progress and to provide additional direction and clarification on activities as needed

A quarterly dissemination strategy will be created and delivered at the beginning of the project. The progress of the plans will be reported in Management Board (PMB) monthly meetings. The plans will

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be reviewed and changed simultaneously with the strategy update or quarterly when the need for changes is noticed in media valuation results. Actions to update the quarterly dissemination strategy are agreed with the Coordinator. The timetable for the strategy update is provided in the Communication Action Matrix.

(vii) Monitoring partner delivery/ attendance in relation to planned dissemination events in order to avoid duplication of dissemination activities. Liaise and work with other EU project activities where relevant

Monitoring methods are planned in the beginning of the project e.g. creating a list where dissemination events are named for each project partner to attend and to be responsible for disseminating project results. The list will avoid duplication of the project dissemination work. Also possibilities to liaise with other EU projects are listed and a liaising task/s named for each partner. Results of the monitoring will be delivered and discussed in Project Management Board (PMB) monthly meetings, and possible initiatives implemented following agreement of the Coordinator.

(viii) Measuring and evaluating the impact of the dissemination and exploitation strategy using indicators such as number and nature of event attendees/ end-user feedback

The plan to measure and evaluate impacts of the strategy will begin at the start of project with agreement from the Coordinator (see chapter media evaluation). The plan includes detailed lists of indicators to record the impact of the strategy. The indicators will record numerical information so as to show in clear manner the impact of the activities. However, descriptive explanations will also be given when needed to highlight/further explain the results. Results of the measuring and evaluation will be reported at Project Management Board (PMB) monthly meetings, and possible initiatives are taken into use with agreement of the Coordinator. If the results point out a need to change the dissemination strategy implementation activities and methods, these needs and options will be discussed with the Coordinator in the Project Management Board (PMB) monthly meetings and next Advisory Board meeting. After the discussions and agreement, required changes will be made to the strategy and the indicators. The changes will be conducted in the time frame of the Communication Action Matrix given to the strategy update, and recorded through version control of the documents.



5. INTERACTION WITH STAKEHOLDERS AND END USERS

The GAP project aims to reach the dissemination objectives using interaction with key stakeholders. Reaching as broad an audience of stakeholders and end users as possible is crucial. The audience must first be informed about the project in order to raise their interest and awareness with regard to project objectives and expected results/applications. Then, the stakeholders need to be informed on the preliminary results and work related to ongoing projects in order to maintain and increase their interest. Regular updates, time-lined across the project is important to maintaining interest levels.

Project results will also be disseminated through presentations in relevant meetings, such as annual European Police College meetings. Moreover, the project will be presented - when opportunities arise- for relevant representative of EU Member States (e.g. in a form of presentation in the European Parliament).

The high priority to the interests of stakeholders will be given during the whole project execution. Key end users and stakeholders should be met face-to-face and have an informal discussion when possible¹⁴.

5.1. Conferences

GAP representatives will attend and participate as presenters at relevant conferences, workshops, and seminars. There should always be at least one representative of GAP Consortium known as “GAP Ambassador” presenting the project results and progress. The priority will be given to those Consortium members who have been most involved with a particular aspect/topic to be addressed in the event (conference, seminar, workshop). Moreover, flexibility will be maintained in choosing participants for the conferences based on the needs of the presentation by beneficiary or the needs of the project visibility. A rotating system for selecting participants will be used when more than one person meets the criteria for attending conferences. The project beneficiaries will use 10% of their project budget to participation of the conferences where possible, if it is seen as valuable to their work.

The relevant conferences pointed out in the beginning of the project are:

EDA Annual Conference - EDA Annual Conference will look at the future of the European defence sector and its relation to innovative technologies. The conference is a unique platform for senior decision-makers to consider how to ensure that the sector remains fit-for-purpose in the 21st century.

European Police Research and Science Conference - CEPOL European Police Research and Science Conference will be a platform for law enforcement officers in leading positions, police educators and trainers, as well as distinguished academic scholars and researchers for exchanging (new) research findings, educational ideas and concepts as well as for engaging in a professional and informed discussion around issues of police science, research and education.

¹⁴ Binder, J. 2016. Global Project Management – Communication, Collaboration and Management Across Borders.



CSDP Annual Training and Education Conference - Emerging Training Requirements at the junction between External and Internal Security

European Development Days (www.eudevdays.eu/) - Organised by the European Commission, the European Development Days (EDD) bring the development community together each year to share ideas and experiences in ways that inspire new partnerships and innovative solutions to the world's most pressing challenges.

ASIS - International and European events (which attract international audiences as well) - ASIS International is the leading organization for security professionals worldwide. Founded in 1955, ASIS is dedicated to increasing the effectiveness and productivity of security professionals by developing educational programs and materials that address broad security interests, such as the ASIS International Annual Seminar and Exhibits, as well as specific security topics. ASIS also advocates the role and value of the security management profession to business, the media, government entities, and the public.

UK-based events plus other locations publicised to UK market: events sample calendar of range of security and defence events from different organisers:

ISEC - Ireland's Security and Fire expo 2017 (no further details currently)

ISSE – Government, commercial end users and industry experts.

European Conference on Cyber Warfare and Security (ECCWS) - It has been held in Germany, Finland, Estonia, Greece, Portugal, England, The Netherlands to mention only a few of the countries which have hosted it. This conference attracts an interesting combination of academic scholars, military personnel, practitioners and individuals who are engaged in various aspects of the cyber security community. ECCWS is generally attended by participants from more than 30 countries. The Journal of Information Warfare regularly publishes a number of the papers presented at this conference. Papers accepted for the ECCWS will be published in the conference proceedings, subject to author registration and payment. The conference proceedings have an ISSN (2049-9870) and will be assigned an ISBN on publication.

The "European Congress on Disaster Management" - The European Congress on Civil Protection and Disaster Management is an event of newspaper Beiröden Spiegel. The Federal Office of Civil Protection and Disaster Assistance and the Federal Agency of Technical Relief support the conference. Since its establishment in 2005, national and European policies and projects have been discussed in a two day programme and in various numbers of panel sessions.

The "European Police Congress" (www.european-police.eu/) - The "European Police Congress" is an international information platform for police and decision makers from security authorities and industries. Its intention is to strengthen the dialogue between the authorities and enable the participants to establish new contacts to colleagues from all over the world. Every year critical discussions on up-to-date issues are held and the latest developments in technologies for the professional use in the security sector are presented by the exhibitors. The European Police Congress is the largest conference for internal security in the European Union. Annually the

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conference is a meeting place for round 1.600 experts from more than 50 countries. Representatives of polices, border polices, secret services as well as governments, parliaments and industries participate in the conference. The European Police Congress is organized by the “Behörden Spiegel”, Germany’s leading newspaper for public authorities with support of national and European authorities.

The “*Congress on European Security and Defence*” - The Berlin Security Conference is an international information platform and one of the largest events for the European Security and Defence Policy. This congress is a meeting place for about 1.000 participants from more than 50 countries every autumn. It focuses on issues before the European Parliament, the Commission and the Council as well as national parliaments and ministries. The Berlin Security Conference is organised by the Behörden Spiegel, Germany’s leading independent civil service newspaper. The conference is supported by an Advisory Board of distinguished international personalities.

The *European Civil Protection Forum* is the largest recurring public event on European civil protection cooperation. It has already been organized four times, namely in 2002, 2007, 2009 and 2013. Last year (Forum 2013), it was linked to the official opening of the Emergency Response Coordination Centre and brought together more than 700 participants from politics, academia, civil protection services and international organizations. The conference will feature high-level plenary debates on the future of civil protection as well as breakout sessions with parallel panel discussions on current challenges in disaster prevention, preparedness and response.

A standing agenda item will be led by Laurea at PMB to ask partners for any other relevant conferences and events to add to the dissemination activity timeline.

5.2. Publications

The GAP project aims to achieve to successfully produced publications meeting scientific excellence to raise knowledge of, and participation to, GAP. The key documents, the Grant Agreement and Consortium Agreement will further guide the partners according to publishing and IPRs of the scientific results. All the partners are guided to publish WP articles and other publications based on the work completed during the project through the most respected and recognised magazines, circulations, journals within policy, peacekeeping, academic and educational fields. Ideas for articles may be proposed to the Project Management Board (PMB) for its review and approval along with an abstract.

Potential publications acknowledged are:

ASIS - By providing members and the security community with access to a full range of programs and services, and by publishing the industry's No. 1 magazine—Security Management—ASIS leads the way for advanced and improved security performance.

ECCWS - Papers that have been presented at the Conference will be considered for further development and publication in the following journals:



- International Journal of Information and Computer Security published by Inderscience ISSN - online: 1744-1773 print: 1744-1765
- Journal of Information Warfare (classified by the Australian Research Council): (ISSN 1445-3312 (Printed) ISSN 1445-3347 (Online))
- International Journal of Cyber Warfare and Terrorism (IJCWT) published by Information Resources Management Association, USA. (DOI: 10.4018/IJCWT, ISSN: 1947-3435, EISSN: 1947-3443).
- International Journal of Electronic Security and Digital Forensics published by Inderscience UK (ISSN:1751-1911X).

GAP will produce a rigorous evaluation of current practices and training in CPPB (a summary report which will be published as a white paper), a new base curriculum of soft skills (also published as a white paper), game software for delivering those skills (issued under a creative commons licence), assessment metrics for measuring learning outcomes in the game (published as a white paper), and a Skills Passport to standardize and harmonize assessment across organizations and nations. They will be widely disseminated via GAP's dissemination channels and will be written in jargon-free, clear language to support access and understanding by all audiences, academic and non-academic target audience. This will enable key questions about the value and progress of the research for end users and stakeholders to be asked and responded to in the events. Each of these outputs is a Support Action specifically aimed at making GAP's outputs accessible to end users and stakeholders outside the immediate network.

5.3. End User Advisory Board Meetings

Task contributors will facilitate both online and face-to-face meetings with the community of interest in the EU Member State level. The purpose of End User Advisory Board is to present and review key results and ensure that the project achievements are in line with end user needs (focus with military and police). The participants to the Board Meetings are invited by the lead beneficiary of each work package.



6. COMMUNICATION MATERIAL AND TOOLS

A number of dissemination tools and materials will be developed as part of the GAP project and will form part of the overall GAP Communication plan as well as the concrete GAP Communication package. The tools and materials are outlined as follows:

Action	Description
Project branding	<ul style="list-style-type: none"> A branding strategy and consistent branding materials will help to identify the GAP project – the material will be included on all subsequent project dissemination materials, and available to partners via the Sharepoint site
Marketing material	<ul style="list-style-type: none"> A broad range of dissemination tools will be created and distributed to support partner dissemination events and communication activities The tools will include a dedicated GAP project banner, generic and tailored project flyers, project factsheet, project notepad, project presentation, project newsletter. They will be included and form a special GAP project information pack. As well as printed materials, high quality P Fs will be produced for sharing of these materials electronically.
Media distribution channels	<ul style="list-style-type: none"> A broad range of media distribution channels will be used to maximize project awareness and impact across principal stakeholder groups The media channels will be used to communicate general information on the project and its outputs and upcoming events to stakeholders The principal social media channels that will be used for communication purposes will be LinkedIn (for professional networking), Twitter (for SOTA contribution and highlighting events) and a dedicated project blog (for regular general project communication activities)

Communication materials and tools will be developed to provide concrete support to dissemination activities. The manner to use the materials and tools is also clearly stated so as to ensure all partners use these in the same way, to create a cohesive message. This ensures high quality application of the communication and dissemination strategy through the development of:

- operational procedures and dissemination protocols for news and information collation and processing
- project branding project logos and documentation templates such as PowerPoint slides and word documents / reports etc.

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The primary, core tool for internal communication and information sharing is the project website (internal and external communications) and the online platform accessible via project website (internal communications). For external communication, social media will be heavily used, specifically Facebook, a regular blog published at least quarterly and Twitter.

6.1. General guidelines to external communications

All communication and dissemination materials must include the EU emblem and following phrase:

“This project has received funding from the EU Framework Programme for Research and Innovation HORIZON 2020 under grant agreement no 700670. Agency is not responsible of any use that may be made of the information it contains.”

In addition communication and dissemination activities must be in line with Commission articles 28, 29, and 38. The article contents are included to the following figures:

ARTICLE 38 — PROMOTING THE ACTION — VISIBILITY OF EU FUNDING

38.1 Communication activities by beneficiaries

38.1.1 Obligation to promote the action and its results

The beneficiaries must promote the action and its results, by providing targeted information to multiple audiences (including the media and the public) in a strategic and effective manner.

This does not change the dissemination obligations in Article 29, the confidentiality obligations in Article 36 or the security obligations in Article 37, all of which still apply.

Before engaging in a communication activity expected to have a major media impact, the beneficiaries must inform the *Agency* (see Article 52).

Figure 8 Grant Agreement Article 38.



38.1.2 Information on EU funding — Obligation and right to use the EU emblem

Unless the *Agency* requests or agrees otherwise or unless it is impossible, any communication activity related to the action (including in electronic form, via social media, etc.) and any infrastructure, equipment and major results funded by the grant must:

- (a) display the EU emblem and
- (b) include the following text:

For communication activities: "This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 700670".

For infrastructure, equipment and major results: "This [infrastructure][equipment][insert type of result] is part of a project that has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 700670".

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

For the purposes of their obligations under this Article, the beneficiaries may use the EU emblem without first obtaining approval from the *Agency*.

This does not, however, give them the right to exclusive use.

Moreover, they may not appropriate the EU emblem or any similar trademark or logo, either by registration or by any other means.

Figure 9 Grant Agreement Article 38 1.2.

38.1.3 Disclaimer excluding *Agency* responsibility

Any communication activity related to the action must indicate that it reflects only the author's view and that the *Agency* is not responsible for any use that may be made of the information it contains.

Figure 10 Grant Agreement Article 38 1.3



6.2. Online Communication Tools

The GAP project will emphasize the use of online communication tools in dissemination and communication activities tailored to the different audiences being engaged. In external dissemination and communication activities, the main online tools that will be used and delivered by Laurea are a project website (www.gap-project.eu), social media (Facebook, blog, Twitter). However, in internal dissemination and communication discussion board/ SharePoint platform and intranet delivered and managed by the Coordinator are utilized. The platform will contain a well-structured document library covering all the WPs and a discussion forum enhancing the knowledge sharing, project planning and management of the project.

6.3. Communication Material

The approach to how the communication and dissemination materials promote the GAP results and raise general awareness of/engagement with the project are described in details in Deliverable 7.2, Communication Package. GAP Communication material includes:

- 1) Logo
- 2) Templates (Word, PP)
- 3) General presentations
- 4) Quarterly electronic newsletter
- 5) Press releases
- 6) Conference banner
- 7) Flyers
- 8) Factsheets
- 9) Blog

GAP deliverable 7.2 Communication Package forms a special GAP project online communication tools and information to support coherent and consistent communication and dissemination on GAP.

6.3.1. Logo

A striking, and memorable logo is a key project communication and dissemination material to raise awareness of the project, its activities and results visually and build recognition amongst stakeholders. The logo must be used in every communication and dissemination material created during the life span of the project. The logo must be used every time the project is presented. The final logo was decided through a vote among the Consortium partner between two logo options. The selected logo represents the project's key visibility and color scheme. The rights to use the logo belong to the Coordinator and project partners as well as the Commission. Third parties are expected to ask permission to use the logo in writing if they wish to use it. In the case of



conferences using the logo, this should be included in conference agendas, participant lists, and any promotional materials.



Figure 11 GAP -project logo

6.3.2. Templates

Templates are used to bring a coherent visual image to all information produced on GAP including official communication to the Commission, and presentations to wide audiences. Templates are used in every occasion when GAP is presented or information on project is shared. The templates are also provided in order to ease the communication inside consortium, and this ensures coherent and smooth work flow. The templates are provided either in Windows Word Document or Power Point Document format.

The templates include three core elements that are always requested to present when GAP is presented: project logo, EU emblem and the official information requested by the Commission. Names of different project templates, their document format and name of responsible actor to provide the template are listed below.

Template	Responsible	Template format	Description
Deliverable template	Coordinator	Word document	<ul style="list-style-type: none"> to ensure that deliverables are reported according to same format to the Commission by the project partners to include information on versions provided before submitted final version
Recording of Dissemination template	Coordinator	Word document <ul style="list-style-type: none"> to include traffic light (red- yellow-green sign) system to indicate the state of progress to include timeline and general details to fill in to explain the present status of the work 	<ul style="list-style-type: none"> to support the coordinator to follow how project partners proceed in their work to support the coordinator to plan possible needed additional actions to ensure early reaction to possible occurring risks to ensure smooth progress of the project
Reporting template	EC/Coordinator	Word document	<ul style="list-style-type: none"> to ensure that the requested information is delivered to the

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			Commission
Fact sheet	Coordinator	Power Point and Word document	<ul style="list-style-type: none"> to ensure that core information on GAP is always accurately given
A4 Poster	WP7 leader	Power Point	<ul style="list-style-type: none"> to ensure that all information provided on the project is conducted in coherent manner
Word – document template	WP7 leader	Word document	<ul style="list-style-type: none"> to be used as common GAP word document template
Power Point – presentation template	WP7 leader	Power point presentation	<ul style="list-style-type: none"> in order to deliver presentations according to GAP
General presentation	Coordinator	Power Point	<ul style="list-style-type: none"> Common presentation of the GAP to be used by Consortium in external communications to ensure that key message of GAP is delivered in harmonized way by all partners
Newsletter template	WP7 leader	Word document <ul style="list-style-type: none"> to include thematic chapters to fill in more detailed description in next subchapter 	<ul style="list-style-type: none"> to deliver information on the project to wide audience via project online tools and email-list to ensure that core information on project progress, achievements and next steps are shared in coherent manner
Press release template	WP7 leader	Word document <ul style="list-style-type: none"> clear structure that includes following information on the project (i) the basic information, (ii) the present achievements, (iii) the next steps, (iv) contact details to request more information 	<ul style="list-style-type: none"> to deliver core message of the project and its' achievements to for media via website to ensure that core message and information on GAP is always accessible to the media

Figure 12 List of GAP templates

6.3.3. General presentation

A General Presentation on GAP will be provided by the Coordinator and will entail basic details on GAP. This is to ensure that all information provided on the project is conducted in coherent manner during the life span of the project. The presentation is provided in the beginning of the project, on This project has received funding from the EU Framework Programme for Research and Innovation HORIZON 2020 under the agreement 700670. Agency is not responsible of any use that may be made of the information it contains.



the SharePoint platform and will be updated according to the project milestones or when the Coordinator sees the need for this. The presentation is provided in Power Point and Word document formats, and the document template (ANNEX 2, ANNEX 3) includes space for information on funding and duration, consortium and contact details, description of the aim and goals of the project.

6.3.4. Newsletter

An electronic newsletter will be produced to ensure stakeholders remain well aware of the project and are interested in being involved further or incorporating GAP into their daily practice. The newsletter template will be provided by Laurea in Word document format and the template structure includes at minimum following elements to fill in:

- 1) Introduction, main text and summary section
- 2) Bullet points section to highlight core information delivered
- 3) Project contact information details
- 4) List and short description of project events
- 5) Picture or image to be used in article
- 6) Quote, where appropriate, from Advisory Board/End User Board/stakeholder/WP lead

The Newsletter is connected to the milestones described in the project description or when it will be commonly assessed to be needed or beneficial for other reasons, with a minimum of quarterly publication to maintain interest of existing subscribers.

6.3.5. Press releases

Press releases deliver core messages of the project and its' achievements for use in the media. Press releases will be published on project website to be easily accessible. These should also be posted on project partners' organisational website where possible. If project partners have existing arrangements with press relations team or services, it is expected that GAP press releases will also be shared through these routes. The Press release ensures that core message and information on GAP is always accessible to the media. A press release template is provided by Laurea in Word document format (ANNEX 1) and the template structure includes at minimum following elements to fill in:

- 1) Basic information on the project
- 2) The present achievements of the project
- 3) The next steps of the project
- 4) Contact details to request more information
- 5) Descriptions of rights to use the information
- 6) Picture or image to be used in the press release
- 7) Authorised quote/s, where appropriate, from Advisory Board/End User/ Board/ stakeholder/
WP lead



Project partners should complete the press release template and submit to Laurea for content approval and modifications before publishing. The timing of press releases will be connected to the milestones described in the project description or where it will be commonly assessed to be needed or beneficial for other reasons.

6.3.6 Banner

A pop-up banner delivers the core message and information on GAP and has clear visual expression on the goals of the project. The banner is created in order to create and support visibility of the project. The banner will be used in events, meetings and conferences so as to promote GAP for wide audience. All project partners are expected to use the banner when GAP is presented in core events for the project. The banner template is created by Laurea and the banners can be printed by any of the partner on their own dissemination purposes. Laurea will deliver at least a banner hard copy for dissemination activities.

6.3.7 Flyers

Flyers give the core information of the project and aims to increase the knowledge of the project. All project partners will share flyers to promote GAP in core events, seminars and conferences of the project. Flyers will be created in order to disseminate information on GAP through face-to-face activities, supporting the work carried out through electronic channels. High quality PDF versions will also be made available on the project website. The aim is to guarantee that information on GAP is shared also for those who do not have easy access or interest to electronic media channels. Themed flyers will be produced to highlight different aspects and/or development of the project as required, and agreed through PMB. For instance, different flyers may be needed for different audiences in order to tailor the messages to their specific needs and interests.

6.3.8 Factsheets

A factsheet includes only core and basic information on the project. Factsheets ensure the core information is precisely given and always easily accessible for the project partners for dissemination purposes. Factsheet also ensures that core information on GAP is profoundly disseminated.

6.3.9 Blog

A blog will be produced to ensure wide audience and especially stakeholders to remain well aware of the project and to become interested in being involved with it. Blog will be provided by Laurea and the blog is part of GAP webpage. GAP consortium members will provide content to the blog but it is first agreed with the project coordinator. Also experts outside of GAP project, including e.g. stakeholders Advisory board members, are requested to deliver content to the blog according to the agreement with the project coordinator. WP7 leader is responsible for requesting partners and outsider experts of GAP project to deliver content to the blog. The blog will provide information with a minimum of quarterly publication to maintain interest of existing subscribers.



7. COMMUNICATION ACTIVITIES WITH TIMELINE

7.1. Communication Action Matrix

The Communication Action Matrix will be developed by the project team around each project milestone defining WP partners' responsibility to communicate any actions and deliverable related to each milestone.

A project information dissemination matrix will be stored in the internal SharePoint platform to support project management and to ensure transparent and inclusive communication among the partners. When relevant, the updates will be done to Communications matrix during the project implementation.

OBJECTIVE	ACTIONS / DELIVERABLE	ACTORS	START	END	Milestone
Create GAP – project visibility	<ul style="list-style-type: none"> GAP project Logo GAP project Brochures GAP project Templates GAP project Flyer Internal website launch External website launch Commercial exploitation strategy 	Laurea TCD	M1	M2	M3 Launch of website and social media presence
Efficient communication and dissemination	<ul style="list-style-type: none"> GAP Communications Plan GAP Communications Package Documentation templates Media Evaluation Dissemination Reporting 	Laurea TCD	M1	M30	Dissemination Reporting (M4, M8, M12, M16, M20, M24, M28) Technical Reviews
Reach various stakeholders and key end users	<ul style="list-style-type: none"> GAP Communications Plan Coherent strategy End user board Conference Ambassadors M19 Follow up on exploitation and dissemination opportunities Final Conference (M30) 	Laurea	M1	M30	M13 Midterm conference M29 Final conference

Figure 13 GAP Communications Matrix



7.2 Dissemination reporting

All dissemination and communication activities will be reported among the Consortium and finally towards the funding agency part of the technical review. The dissemination reporting will be done in every four months during project implementation (M4, M8, M12, M16, M20, M24, M28).

The key features of the reporting are 1) dissemination/communication action (e.g. event), 2) Date and Place, 3) Target group, 4) Number of people/participants that dissemination was done towards, 5) Objective and description, 6) Communication devices/tools used. The dissemination reporting template (ANNEX 5) is prepared based on these key features and it will support the data collection from Consortium partners.

7.2. Midterm External Workshop and Final Conference

Both the workshop and conference with key stakeholders and end users are crucial in order to ensure the project gains the results needed according to the sector requirements. In addition, the events are important so as to make the results of the project well known by those who will eventually benefit from the outputs. For this reason, GAP has an End User Advisory Board working with the Advisory Board. These Advisory Boards are in the key position to direct to whom dissemination of the project information should be targeted, in order to reach key stakeholders widely, using well-established methods/language, and to advice on how to tailor communications activities according to end users' needs.

The members in Advisory board have been defined at the beginning of the project by the GAP Consortium. The External End User Advisory Board consists of selected members from all the relevant end user actor' levels:

- Policy level (EU)
- Operational level
- Academic level
- Stakeholders
- Conflict prevention field level (mediation, dialogue)
- Training and education institutions
- EU Member State organizations
- Other projects

The cooperation between Laurea, who is responsible for the dissemination activities, and the Advisory Board is vital to plan and execute external communications to handpicked stakeholders. The Advisory Board will be used effectively to:

- Revise and improve the dissemination strategy/plan



- Utilize their extensive networks for targeted information dissemination within the end user communities
- Disseminate project information during the workshops held during the project lifecycle.

The cooperation with Advisory Board will not only target to disseminate information to key stakeholders but also to ensure harmonization and standardization of GAP training curricula and the GAP Game.

As the End-User Advisory Board has crucial experience to describe the present needs of end users that GAP should be fulfilling, a midterm external workshop is planned. The workshop will also gain agreement on what the game and training curricula should include, and review the assumptions and conclusions made in the first stages of the project during the SOTA review. A preliminary agenda for the midterm external workshop is planned to include following elements:

- 1) overview to already existing GAP game and curriculum plans
- 2) update on end-users' present and future needs on tools to support peace building
- 3) overview on present best practices used in peace negotiations

In the final stages of the project, the GAP game and training curriculum will be launched and advertised for potential end users and high level stakeholders (militaries, police, governments, games companies, international organizations) in the Final conference. The End-User Advisory Board will play a key role, and be strongly involved in the final conference so as to ensure the key stakeholder groups will take the project results in to their daily practices and guarantee the sustainability, legacy and longevity of the projects' results.



7.3 Media Evaluation

Media evaluation will be conducted to follow the success of the GAP dissemination and communication activities so as to maximize the project’s impact. The media evaluation also supports the recording and evaluation of the dissemination and communication strategy implementation, and highlight possible needs for changes. The media evaluation will be conducted quarterly, with the core focus in media evaluation being that it is conducted according to Commission communication reporting needs. Media evaluation is an integral part of the overall evaluation of the project.

The media evaluation will be based on quantitative and qualitative data collection and follow up on GAP dissemination activities, followed by scientific analyze of the results. The qualitative and quantitative follow up is likely to be conducted in the following manner

Nature of action	Action	Quantitative recording	Qualitative recording
Follow up	Follow up on project partners activities to share information on GAP in events, seminars and conferences	<ul style="list-style-type: none"> • How often information is shared • How large audience the information has reached e.g. number of new joins to Twitter feed, delegate list 	<ul style="list-style-type: none"> • does the audience to who information has been shared belong to key target audience? • has the shared information been tailored to the audience? • how does the information shared support the success of GAP? • is the information shared at the right time to ensure maximum impact/ use of informat on?
follow up	Follow up on project partners activity to share information on GAP in their electronic and paper media channels	<ul style="list-style-type: none"> • How often information is shared • How large audience the information has reached e.g. number of unique visitors on organisational website 	<ul style="list-style-type: none"> • has the shared information been tailored to the audience • how does the information sharing supports the success of GAP • is the information delivery at the measuring stag enough so as to ensure efficient and timely informat on sharing on GAP



follow up	Has GAP been noticed in electronic or paper media of key stakeholders or influential media	<ul style="list-style-type: none"> • How many of key target groups and stakeholders or influential media have written on GAP • How many of key target groups and stakeholders or influential media have referred to GAP • How many text or descriptions have been published on GAP • How many references have been made to GAP • 	<ul style="list-style-type: none"> • Have key stakeholders written on GAP so that it supports the success of the project • Have key stakeholders referred to GAP so that it supports the success of the project • does the interest of influential media support success of GAP • is the information delivered at such stage that is supports timely information on sharing on GAP
follow up	Has the GAP webpage been noticed?	<ul style="list-style-type: none"> • What is the amount of visits • What is the duration of visits • what is the amount of visits in each subpage of GAP webpage 	<ul style="list-style-type: none"> • does visits in GAP webpage show interests to learn more on the project • does GAP web page show that core content information page is most visited and this supports to share the basic information on the project
follow up	Have GAP Facebook postings been noticed	<ul style="list-style-type: none"> • What is the amount of visits • What is the amount of comments 	<ul style="list-style-type: none"> • Does the comments written in Facebook refer to interest to follow GAP • Does the likes in Facebook point out interest of key stakeholders • Does the activities in Facebook show growing interest to the project
follow up	Has GAP been Tweeted	<ul style="list-style-type: none"> • How many Tweets have been done • Number of retweets and likes on GAP feed and partner feeds 	<ul style="list-style-type: none"> • Have key stakeholders made tweets on GAP • Does the tweets support the core message of GAP to be



			shared and noticed
follow up	Have articles on GAP been published in journals	<ul style="list-style-type: none"> How many articles have been published 	<ul style="list-style-type: none"> Are the journals targeted to GAP key stakeholders and key audience Does the information shared in the article support the success of GAP
follow up	Have GAP blog been used to published information on GAP	<ul style="list-style-type: none"> How blog text has been published 	<ul style="list-style-type: none"> Does the information shared in the article support the success of GAP Is the blog text delivered at such a stage that is supports efficient information sharing on GAP
request	Have GAP received requests to deliver any articles to Journals	<ul style="list-style-type: none"> How many request have been received 	<ul style="list-style-type: none"> Is the request been presented by GAP key stakeholders Is the journal influential among key stakeholders of GAP Does the information shared in the article support the success of GAP Is the information delivery at the measuring stag enough so as to ensure efficient information sharing on GAP
request	Have key target groups and stakeholders requested GAP to be presented in their events, seminars or conferences	<ul style="list-style-type: none"> How many requests have been recorded 	<ul style="list-style-type: none"> Are request been presented by key stakeholders and target groups representatives What kind of material is requested to be shared and what could be its impact to disseminate information on GAP Is the information delivered at such a



			stage that is supports efficient information sharing on GAP
request	Has GAP received requests to deliver and share more information on GAP	<ul style="list-style-type: none"> • How many requests have been recorded • How many requests have been made by key target groups and stakeholders 	<ul style="list-style-type: none"> • Are request been presented by key stakeholders and target groups representatives • What kind of material is requested to been shared and what could be its impact to disseminate information on GAP • Is the information delivered at such a stage that is supports efficient information sharing on GAP

The results of media analyze will be analyzed in order to suggest possible improvements for dissemination and communication activities and strategy, and also to record the level of knowledge and interest of stakeholders and target audience on the project. The media evaluation will monitor the dissemination activities among selected audiences (key stakeholders) so as to maximise the project's impact and consider its potential legacy once the project has ended. Furthermore, media evaluation supports GAP project to ensure that created GAP processes will be adopted across the EU. Accordingly the goal is to ensure successful implementation of two way information transfer processes between all partner organisations and stakeholders.



8. EXPLOITATION

8.1 Commercial exploitation

Games for learning are becoming a serious business. The Serious Game market is estimated to reach US\$5,448.82 million by 2020, at a Compound Annual Growth Rate of 16.38% between 2015 and 2020 (75). The structure of the market is well understood with vertical division into aerospace & defence, automotive, corporate, education, energy, government, healthcare, retail, media & advertising, and others (research, tourism, and agriculture); and application division into emergency services, human resources, marketing, product development, sales, training, and support. The knowledge and technology generated by the GAP project are expected to be marketable to enterprise customers (rather than end users) vertically in one or more of defence, education and government and application-wise in human resources and training; for micro-businesses upwards.

The GAP project is concerned primarily with producing a game concept and proving its efficacy. The immediate output from the research project will be disseminated as a series of games or game scenarios running in a single game engine. While authoring tools are becoming increasingly popular in the games industry, producing a full authoring tool is beyond the scope of the project. The games produced can be adapted by the project partners (and potentially third parties) for other learning purposes on a per-scenario basis. In addition, follow-up efforts (i.e., after the completion of the project) can focus on bringing the games to a wider market for example through the use of authoring tools. Also there may be opportunities for support services to contextualise GAP to specific buyers' needs whilst maintaining the achievement of the core 'soft skills' and assessment principles. Commercial dissemination can take place in a number of (not necessarily mutually exclusive) ways.

8.2 Exploitation activities

TCD, with FAC and HPS will oversee the exploitation activities arising from the Exploitation Strategy (developed in Task 7.6) which will outline a range of steps for the commercial exploitation of the GAP project outputs. The consortium will undertake various measures to increase the relevance and sustainability of the project's results and ultimately to enhance its exploitation potential. The close integration of key stakeholders in the project activities will enhance our abilities to meet their requirements. The pilot demonstrations while quite specific have been selected and will be designed to reflect decision situations for decision makers. The final work hop(s) will also be designed to enhance the exploitation potential of the project's result. In terms of developing a clear view to market, a Business Model Canvas <https://canvanizer.com/new/business-model-canvas> or similar tool will be employed to enhance consortium partners' ability to focus on their particular strengths in the marketplace.

This visual chart comprises several categories (including Value Proposition, Customer Base, Key Activities and Key Resources) which help to identify the benefits of the product (the GAP platform and Skills Passport) so that it can be positioned within each partner's specific client and contact base.

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This process of brainstorming and refining will organically lead to a better understanding of the exploitation strategy for each segment of the market.

The development of a range of steps for the commercial exploitation of the GAP project outputs phases and will cover the following:

- i) Exploitation Plan (focusing educational and commercial exploitation after the project)
- ii) IPR issues and Customer Service

The project has allocated a month at its conclusion, after the Final Conference, which is dedicated to following up the commercialisation, and educational exploitation leads from the conference. A well-defined Exploitation Plan and IPR issues and Customer Service Plan will ensure profound commercial exploitation of the GAP project outputs.

(i) Exploitation Plan (focusing educational and commercial exploitation after the project)

8.3 Overview of exploitation

The primary end-user groups and key stakeholders for the GAP project have been identified in Section 3 of this document and reflect the composition of the consortium in addition to the theme of the project. These groups are from the political, operational and academic spheres, which will enable the development of project deliverables which align with the needs of these stakeholders.

The potential opportunities offered by stakeholders and end-users will form part of the discussions held throughout the project, formally at General Assembly meetings and informally between partners and their own stakeholder groups and contacts. As the platform is developed and evaluated, the end-user groups will provide feedback which will be incorporated into the design, dissemination and exploitation plan.

The GAP Conference, which will be held at Month 12 of the project in Finland will provide the first opportunity to demonstrate the first iteration of the platform to the End-User Advisory Board who will participate in discussions and workshops with the consortium to evaluate and explore the progress to date. The GAP Final Conference will be the second key event, at Month 28. At this point, the platform development will have incorporated feedback received throughout the project and at the previous event from end-users and will be a showcase event to mark the end of the project and the completion of the game. This event will enable end-users and stakeholders consider its potential within their sector.

The subsequent two months will be used to follow up on leads which have been generated both at the two conferences, and by each of the consortium partners over the course of the project, to enable the adaptation of the prototype platform and other foreground for educational and commercial purposes by appropriate groups.



8.4 Develop exploitable foreground

Foreground means the results, including information, materials and knowledge, generated in a given project, whether or not they can be protected. It includes Intellectual Property Rights (e.g. rights resulting from copyright protection, related rights, design rights, patent rights), similar forms of protections (e.g. sui generis right for databases) and unprotected 'knowhow' (e.g. confidential material). Thus, foreground includes the tangible and intangible intellectual property results of a project. Results generated outside a project (i.e. before, after or in parallel with a project) do *not* constitute foreground. [Results generated in parallel with a project are often informally referred to as "sideground".]

The GAP project will build on feedback and challenge of key stakeholders to deliver various end products, or 'exploitable foreground'. The exploitable foreground for GAP will incorporate more than just the technology platform, and Skills Passport. In addition, the organisational processes, trainings and insights are valuable outputs with exploitation potential for each of the project partners.

8.5 Undertake joint and individual exploitation activities

The three categories of consortium members may collaborate jointly to share contacts and expertise in the pursuit of exploitation opportunities within their domain. Each of the GAP consortium members will be responsible for developing an individual exploitation plan, with their own expertise, client base and contacts in mind.

(ii) IPR issues and Customer Service

Unless a specific agreement about specific areas of exploitable foreground (e.g. platform and tools) is implemented within the consortium, the exploitable results, including software, that have been jointly developed within the framework of the Project, should therefore be qualified as 'jointly-owned results' and 'jointly-owned software'.

This means that after signing the exploitation agreement all partners will own equal right and title to the complete set of 'exploitable foreground' outputs resulting from the GAP project. The implications of this are that each of the partners can follow their own, most promising route towards profitable exploitation.

To maximise the exploitation of all foreground results, GAP partners may agree to set up an exploitation agreement (EA). This EA can replace the Consortium Agreement (CA) at the end of the project.

The key elements of an Exploitation Agreement are as follows:

- All partners agree that the process of obtaining the foreground results is such that none of the partners can claim ownership of a specific part. Therefore, the partners agree on joint ownership of all results.
- All partners offer all other partners a free license for use.

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- The software can be offered by all partners as “Software as a Service” (SaaS) to third parties. Users only get the right to use the GAP system; there is no need to transfer the software to users.
- The EA supports the adaptation of the GAP concept/system to the requirements of individual stakeholders or groups.

With the EA, the partners intend to continue this cooperation, using the strengths of each partner. However, the free license for use and the lack of background needed for exploitation makes partners independent from each other. This combination is considered to guarantee the maximum level of exploitation.



9. CONCLUSIONS

This Dissemination and Communication Plan provides the GAP project with a solid framework around which to begin disseminating project activities, outcomes and results. The GAP consortium will use this as an initial strategy but the strategy will be reviewed, revised and updated according to the media evaluation results on the success of the dissemination activities. This is to guarantee effective information sharing to the key stakeholders and key audience and their involvement to the project, also to ensure short and long term success of the project.

The GAP dissemination activities do not only rely on profoundly planned dissemination plan and strategy and their implementation but also to use of different instruments. The plan has been established by defining the objectives of dissemination, the project content to be disseminated, the target groups to be approached, the instruments and tools to be used, acts for the action plan and detailed dissemination methodology. The plan will be reviewed and updated during the project cycle in order to ensure that dissemination activities will be efficient and reach the set goals. Efficient and timely dissemination is also ensured by providing communication matrix that includes clear plans for dissemination activities in different time periods.

The instruments to be used in GAP dissemination include both dissemination activities and concrete tools that support delivery of the GAP key message to key stakeholders, wide audience and media. Dissemination related activity will include arrangements for project workshops and conferences, participation of events thematically related to the project's scope, delivery of academic papers, information sharing on GAP's present activities and results in social media (Facebook, Twitter, blog), website and newsletters. Concrete tools and materials create visibility to the project and this supports recognition of the project. The tools such as logo, website, poster, templates, flyer also ensure that key information on GAP is coherently disseminated and the key message and information is exactly delivered.

All project partners are involved with dissemination. This supports network leverage and guarantees that information on each project milestone result is well disseminated. The main dissemination objective is to widely spread the project's goals and results and to reach the variety of target groups according to the project's scope. Clearly planned division of external and internal dissemination responsibilities and assigned staff to conduct the work ensure the success in the dissemination activities and the whole project.



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11. ANNEXES

ANNEX 1 Press Release Template



GAP MX Press Release Heading

50

Date of PR prepared

Date of PR to be published

Press Release Headline: Type Headline Here

Your headline should be as engaging as it is accurate

Authors: Type Author Here

1st Chapter:

Type the 1st chapter

Get right to the point in the first paragraph

2nd Chapter:

Type the 2nd Chapter

Include quotes whenever possible

3rd Chapter:

Type the 3rd Chapter

More information: Type the contact details here

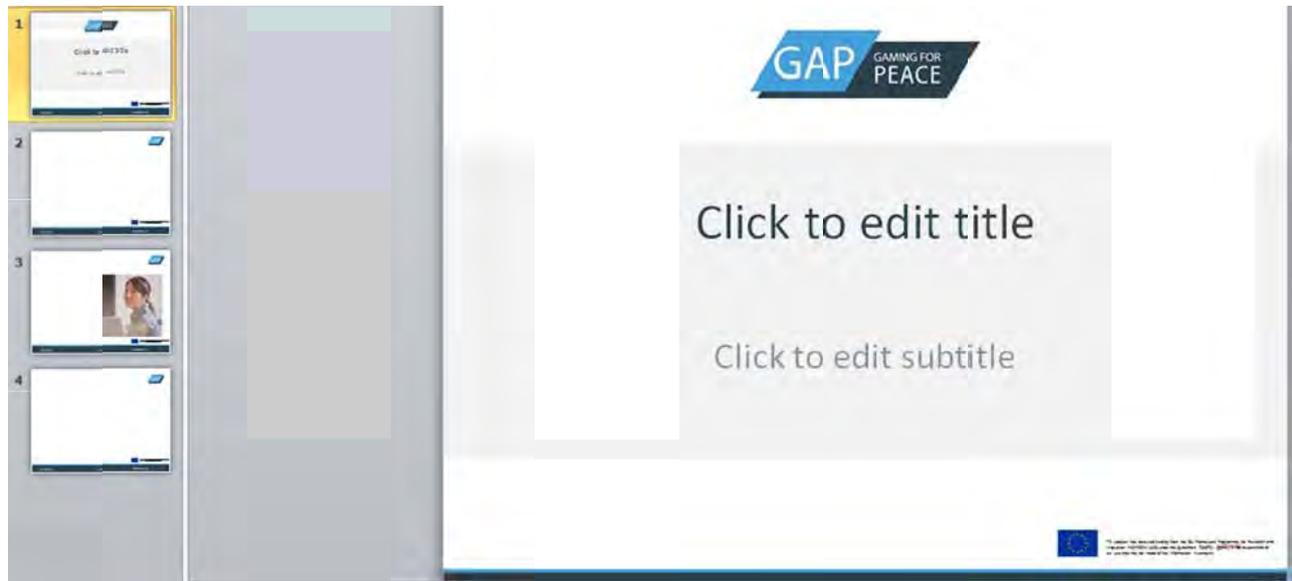
Whether you or someone else at the company is the point of contact, don't forget to include an email address and phone number on the release

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ANNEX 2 Power Point presentation template





ANNEX 3 Word document template



Name of the document

52

10.10.2016



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52



ANNEX 4 A4 Poster template





Communication Campaign (e.g. Radio, TV)	
Participation to a Conference	
Participation to a Workshop	
Participation to an Event other than a Conference or a Workshop	
Video/Film	
Brokerage Event	
Pitch Event	
Trade Fair	
Participation in activities organized jointly with other H2020 projects	
Other	

CATEGORY	Specify the estimated number of persons reached, in the context of all dissemination and communication activities
Scientific Community (Higher Education, Research)	
Industry	
Civil Society	
General Public	
Policy Makers	
Media	
Investors	
Customers	
Other	



ANNEX 5 Newsletter template

The GAP Newsletter Template is produced via Publisher. The Newsletter Template will be uploaded to GAP Consortium Intranet.

