



Deliverable D9.1

Dissemination Strategy – Initial Version

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Acronyms

Acronym	Term
WP	Work Package
IPR	Intellectual Property Rights
DS	Dissemination Strategy
DCS	Dissemination and Communication Strategy
KPI	Key Performance Indicators
CMS	Content Management System
PPT	Power Point Presentation
MoM	Minutes of Meeting

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Partners



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Executive Summary

This dissemination and communication plan define clear objectives (adapted to various relevant target audiences) and sets out a description and timing for each activity.

These communication activities call the attention of multiple audiences about the BIECO research project and address the public policy perspective and innovation funding by considering aspects such as:

- transnational cooperation in the BIECO European consortium;
- scientific excellence;
- contributing to competitiveness and to solving societal challenges.

The deliverable is structured in six sections addressing the different aspects that a communication plan may focus on: the strategy for dissemination, internal and external communication, supporting other packages, quality of the dissemination and communication, and final conclusions.

Project Summary

Nowadays, most of the ICT solutions developed by companies require integration or collaboration with other ICT components, typically developed by third parties. Even though this kind of procedures are key in order to maintain productivity and competitiveness, the fragmentation of the supply chain can pose a high risk regarding security, as in most of the cases there is no way to verify if these other solutions have vulnerabilities or if they have been built taking into account the best security practices.

In order to deal with these issues, it is important that companies make a change on their mindset, assuming an "untrusted by default" position. According to a recent study only 29% of IT business know that their ecosystem partners are compliant and resilient with regard to security. However, cybersecurity attacks have a high economic impact and it is not enough to rely only on trust. ICT components need to be able to provide verifiable guarantees regarding their security and privacy properties. It is also imperative to detect more accurately vulnerabilities from ICT components and understand how they can propagate over the supply chain and impact on ICT ecosystems. However, it is well known that most of the vulnerabilities can remain undetected for years, so it is necessary to provide advanced tools for guaranteeing resilience and also better mitigation strategies, as cybersecurity incidents will happen. Finally, it is necessary to expand the horizons of the current risk assessment and auditing processes, taking into account a much wider threat landscape. BIECO is a holistic framework that will provide these mechanisms in order to help companies to understand and manage the cybersecurity risks and threats they are subject to when they become part of the ICT supply chain. The framework, composed by a set of tools and methodologies, will address the challenges related to vulnerability management, resilience, and auditing of complex systems.

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1. Introduction

The present BIECO Dissemination and Communication Strategy (DCS) authored in M6 lists all the planned dissemination and communication activities, tools, and channels and matches stakeholders' categories and Key Performance Indicators (KPIs). This DCS will be the reference document for evaluating the impact of communication and dissemination activities defined by Task 9.2 and Task 9.3.

DCS will be updated and adjusted during the duration of the project whenever it is needed.

The purpose of the Communication and Dissemination Strategy is to establish how BIECO project results are promoted.

The project DCS clearly defines the purpose, the message, the audience, the method, and the timing of dissemination. Particular emphasis is allocated to communicating tangible results, targeting the interested audience, including diverse communities/stakeholders and potential project beneficiaries.

This document defines the type of information that is going to be disseminated. One of the essential information that will be shared represents the results obtained within the project. In that respect, the consortium will cater for properly managing the underlying Intellectual Property Rights (IPR) over the methods, tools, platforms, etc., developed within the project.

The communication and dissemination strategy covers both external and internal audiences.

2. Dissemination strategy

Dissemination activities will support all 9 Work Packages (WPs), ensuring maximum visibility, accessibility, and impact of the project activities. Dissemination activities are designed to make the project outcomes visible and accessible to different target stakeholders.

The dissemination strategy includes "what", "whom", "why" and "how" is going to be disseminated.

"What": The focus of dissemination will be the results of BIECO project and the internal activities and deliverables.

"Whom": The dissemination is directed mainly to external audiences but also internally to project partners. The external audience includes potential stakeholders, final users, and multipliers.

"Why": The goals aimed to be achieved by disseminating a specific message, which spans commercialization of the project results, policymaking, demand shaping, research feeding, etc., are described.

"How": Defines the channels and how messages are disseminated to an external and internal audience.

Based on this Dissemination and Communication Strategy, every consortium partner will manage their plan according to their marketing strategy/annual plan.

Each partner dissemination plan will include the activities assumed, as it is shown in Table 1.

Table 1 Individual dissemination plans

Partner	Dissemination Plan
UNI	<p>UNINOVA has a long record in leading dissemination and exploitation activities in European projects. The institute acts as an interface between the University (NOVA University of Lisbon) and companies. Hence it is experienced in disseminating and exploiting scientific and innovations generated inside projects. Dissemination of BIECO results will target the following actions:</p> <ul style="list-style-type: none"> i) Events Participation. UNI will present the main project results at appropriate European and International events (outside of Europe) such as Conferences, Fairs, and Congresses. ii) Event Organization. The close involvement of UNINOVA researchers within some of IEEE societies, namely computers, Robotics SMC, and industrial electronics, will facilitate the organization of special sessions and even conferences targeting BIECO results. A special event will be created for Portuguese companies. iii) Research papers. There are several different communities that will be highly impacted by the project results. The main disseminating aspects to be carried out by UNINOVA are about the application of the BIECO results for IoT and CPS complex systems in Industry 4.0. Exploitation will mainly be done by the application of BIECO results within the PhD and Master Courses on Electrical Engineering and Computing, as well as feeding the

experience and knowledge acquired in the development of this project to provide new services to the industry.

IESE

Fraunhofer IESE (FHG) will deploy a dissemination plan establishing suitable actions and guidelines for communicating the project results in scientific publications in peer-reviewed journals and presentations in relative thematic conferences and seminars. Special attention will be given to events related to Simulation, Safety, and Security aspects in conferences, fairs, and workshops, for example: IEEE/IFIP International Conference on Dependable Systems and Networks (<http://www.dsn.org/>), IEEE International Symposium on Reliable Distributed Systems SRDS (<https://srds2019.projet.liris.cnrs.fr/>), European Dependable Computing Conference (<http://edcc.dependability.org/>), SAFECOMP (<https://www.safecomp.org>), International Symposium on Software Reliability Engineering (<http://issre.net>), International Conference on Runtime Verification - RV (<https://www.runtime-verification.org/>).

CNR

CNR will disseminate the results of BIECO by targeting the following actions:

- i) Events Participation. CNR will present the main project results at appropriate European and International events (outside of Europe) such as Conferences, Fairs, and Congresses.
- ii) Events Organization. CNR will foster the organization of national and international events (such as workshops, tutorials, or discussion forums) where to promote the discussion on the topics covered within the project.
- iii) Research papers. There are several different communities that will be highly impacted by the project results. CNR will contribute to the dissemination mainly in the communities of software engineering testing, security, and dependability.

UTC

UTC will disseminate the results of the research carried out within the BIECO project by participating in international conferences, such as: IEEE World Congress on Computational Intelligence, International Conference on Computational Intelligence in Security and Information Systems, International Conference on Soft Computing Models in Industrial and Environmental Applications, IEEE Conference on Communications and Network Security, and publication of research papers in peer-reviewed journals like Computers & Security, Pervasive and Mobile Computing, Reliability Engineering and System Safety, International Journal of Forecasting, etc.

GRAD

Participation in conferences and events (for example, RSA Conference, IEEE International Conference on Communications, International Conference on Emerging Security Information, Systems and Technologies - SECURWARE) with a project booth or speech slot when possible.

Publications in specialized magazines (for example, IEEE Network, Security and Communications Networks, Computers & Security), as well in Spanish press media (for example, La Voz de Galicia, Faro de Vigo) sources.

GRAD is currently a member of several national (AEI Ciberseguridad) and European security associations (ECSO), which are also enablers for the dissemination of the project results.

UMU

UMU will link results with master thesis and PhD thesis and also feed the content of the master courses within our faculty. Publications of high-quality project results in international peer-reviewed Journals, Magazines and book chapters: Submission and publication of the technological concepts and results achieved by the work to be carried on, in selected internationally acknowledged Journals and Magazines like IEEE Communications magazine, Elsevier Computers & Security, etc. as well as special issues related to IoT and security research areas. UMU team is part of the different program committees of relevant international conferences and workshops, facilitating the dissemination of the work. Besides, UMU is currently a member of the European Cybersecurity Organization, facilitating disseminating the project results at the European level.

RES

RES regularly participates in the railway as Innotran and automotive events and customer events, especially from the System-on-Chip community. RES contributes to working groups for standardization in the automotive domain, especially for ISO26262, ISO21448-SOTIF, and AUTOSAR. RES selected personnel hold courses at the University of Florence and the University of Reggio Calabria on critical systems, safety standards, and quality processes to promote awareness among young computer scientists.

HS

The annual marketing plan of Holisun includes participation to three major IT-related business events targeting three different continents: B2BSoftware Days (February, Europe), a brokerage event for European IT companies, The Midsized Enterprise Summit (September, USA), which gathers CIO's of the most important American medium companies, and GITEX (October, Dubai), which is the most important IT trade show in Asia (where we got contacts with Dubai Police and Fire Department).

TTT

TTT follows a very active dissemination strategy participating in different events, trade fairs, and forums to present its deterministic Ethernet-based solutions. These activities will perfectly complement the general dissemination strategy of the project. TTT plans to use its automotive contacts to disseminate the project results to different target groups, e.g., TSN task group, AUTOSAR. TTT is also active in developing strategic roadmaps for future national and national programs for various areas, like, for instance, autonomous driving, industrial automation, and the results of BIECO will influence the creation of future strategic roadmaps.

7B

7bulls will focus on communication to the customers and other commercial entities. The communication activities will be focused on the exploitation of the project results and show how it could be beneficial for European external organizations and companies. Main communication activities will be: (1) Participation in business events promoting BIECO solution; (2) Proposition of posts to be shared by BIECO social network channels; (3) Proposition of the cross-communication activities with other H2020 projects and Cloud Initiatives. Moreover, the dissemination in research areas will be performed. 7Bulls having a research field (7bulls has a status of Research & Development Center in Poland (CBR) and in France (CIR) is focused on research for cloud/edge computing, so the results will be published in relevant conferences and journals. The project is a key element of extending 7bulls cloud computing strategy and offer for the customers.

IFEVS

IFEVS has an active partnership with the UK organization IDTECHEX, the BIECO newsletter will be broadly distributed directly and through collaborations with IDTECHEX (involving a network of over 1 million researchers-companies-institutions). Furthermore, I-FEVS is invited by IDTECHEX in at least 2 events a year (Berlin and Santa Clara conferences). The Light Electric Vehicles LEVs summit, co-organized by I-FEVS would also be an ideal event and the participation in exhibitions and industrial fairs. I-FEVS has ongoing partnerships in Israel, Poland, and Turkey. In all these countries, I-FEVS is regularly invited for presentations. The annual MOVE mobility reimaged conference in London is an important event in which I-FEVS is used to disseminate project results. The annual EU-EVGI event in Brussels will also be a further opportunity to disseminate the BIECO results.

BIECO project dissemination and communication actions will be linked to the exploitation of the project activities and results. Efficient publicity and broad exposure of the BIECO project and its achievements will increase stakeholders' engagement and interests and use the project results beyond the financing period.

As WP9 leader, UTC manages dissemination activities following the DCS according to IPR, Quality Manual, and other relevant documents within the project.

2.1. Dissemination Strategy Timeline

WP9 covers dissemination and communication activities, and it is split into three tasks, as illustrated in Figure 1:

- T9.1: Plan for communication and dissemination (M4-M6).
- T9.2: Project website, communication activities, and online media management (M1-M36)
- T9.3: Dissemination, communication activities, and data management (M4-M36)

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36																															
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T9.2				Project website, communication activities, and online media management																																																															
T9.3				Dissemination, Communication activities, and data management																																																															

Figure 1 Dissemination and communication tasks

The dissemination strategy timeline is set up to ensure that it will raise awareness of the project, disseminate scientific and technological outcomes, and present the final BIECO outcomes.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36			
Awareness																																							
Understanding																																							
Action																																							

Figure 2 Dissemination strategy timeline

To ensure effective contributions to the impact described in section 2.1. of our project, the Dissemination and Communication strategy of BIECO has three phases that will be

presented as follows, together with the dissemination objectives and the related communication activities.

Phase 1: **Awareness (M1-M12)**

Objectives: Raise awareness of the project itself and its objectives.

Communication activities:

- Set up of project website (project information, links to similar EU research efforts, upcoming events, presentation of publications) as a leading information source for wide project publicity;
- Create Project/Team identity (Logo, the standard approach for presentations, reports, etc.);
- Identification of dissemination channels in each partner country and at EU and international level;
- Identification of stakeholder profiles;
- Set up of dissemination and exploitation strategy;
- Set up of social media strategy;
- Set up of Techno-Art Strategy;
- Dissemination material (brochures, newsletters, information material) for the scientific and broader audience to be also distributed at conferences);
- Involvement of stakeholders and target groups.

Phase 2: **Understanding (M12-M30)**

Objectives: Disseminate technological outcomes and results and engage stakeholders.

Communication activities:

- Intensive presence in online and print media at local and EU/international level, including the publication of scientific papers;
- Arrangement of technical presentations and workshops;
- Enlargement and update of dissemination strategy at national and EU levels (internal evaluation of possible improvements or adaptations);
- Enlargement and update of social media presence (internal evaluation of possible improvements or adaptations).

Phase 3: **Action (M31-M36)**

Objectives: to provide final BIECO outcomes of integrating application/exploitation, and to reach out to a broader stakeholder community in ICT at the European level.

Communication activities:

- Exhibit project results in 2 international conferences;
- Intensive presence in print and online media at local and EU/international level, including - the publication of special issues in International Journals and the publication of papers in the best international conferences in the area;
- Update of dissemination strategy at national and EU levels with regards to "after funding period" (internal evaluation of improvements and adaptations, incl. issues of maintenance, partners' activities and plans);

- Update of social media presence and strategy regarding "after funding period" (internal evaluation of improvements and adaptations, including issues of maintenance, partners' activities, and plans).

2.2. Disseminating Results to Industry & Society

BIECO addresses industrial targets within the European Union and the Associated States, exploiting contacts within the consortium, especially industrial partners and solution/software providers.

Research results will be communicated for creating external awareness and knowledge building within the targeted industrial communities.

Relevant project results will be disseminated as early as from the first stage of development. Prototypes will also be made available to support dissemination actions (in the form of demonstrations), comprising both technical dissemination and presentations at sectorial events, as well as through broader demonstration activities. Dissemination and demonstration activities to the industry will take into account industrial markets of reference, selecting best and most relevant events for dissemination, and for planning demonstration activities, and these events will be mainly centered on raising awareness and transfer of knowledge, solutions, and technology.

Disseminating results to industry & society will consist of presentations, distribute project dissemination material, and highlight the project's advanced solutions. Specifically, events with a potential interest to a large audience will be targeted. Both presentations and the provision of leaflets constitute the main vehicles for dissemination.

2.3. Scientific Dissemination and Collaboration with the Main Policymaker

Scientific dissemination and collaboration with the main policymaker represent one of the most important activities because it validates the results obtained in the BIECO project. Publishing scientific results through the appropriate channels to secure an optimal knowledge transfer to relevant scientific communities.

Because of restricted resources and time, the focus for participation in events will be on high-profile and focused scientific conferences, events, and related fields. Scientific conferences sponsored by international technical societies will be particularly targeted.

2.4. Community Building and Liaisons with other Projects

Links with other EC and national projects in related fields and disciplines need special attention. Creating a community will strongly increase the BIECO project's visibility to the international scientific community and disseminate knowledge to a non-specialized general audience and interested companies/agencies.

The website will include instruments to achieve newsletter subscription, feed data, the possibility to contact the BIECO team through a simple process, link to social media, etc., to create connections with other projects and a strong community.

An important component should be social media, e.g., LinkedIn and Twitter. Please develop this approach more.

2.5. Software Dissemination

Open-source software for all BIECO components that can be published according to IPR will be available as open-source code to the developers' community to maximize the potential dissemination and impact.

Significant parts of the source code will be based on open-source software, and relevant parts will be uploaded to existing code-sharing platforms (e.g., GitHub).

The software can be disseminated to conferences and IT-related events as specified in Table 1.

2.6. Dissemination Channels

This section defines the main channels of dissemination to industry & society. Dissemination channels are:

- **Major industrial and trade events** (e.g., RSA conference, International Meeting on Information Security (ENISE), the National Institute of Standards and Technology (NIST) events, International B2B Software Days, European Conference on Information and Communication Technology (ECICT), ACM Computer Communications Security (CCS) conference, IEEE Symposium on Security and Privacy, International Conference on Availability, Reliability and Security (ARES), Cyber Security for Industrial Control Systems (ICS) conferences, European Symposium on Research in Computer Security (ESORICS), International Conference of the Advanced Computing Systems Association (USENIX), IEEE International Conference on Cyber Situational Awareness, etc.).
- **Making press releases and publishing articles in specialized trade newspapers & magazines** (e.g., IEEE Security & Privacy Magazine, IEEE Industrial Electronics Magazine, USENIX Magazine, etc.).
- **Organizing focused workshops** and inviting the European/international community to discuss issues of interest for the project.
- **Organizing public relations events** mainly targeted to industrial users.
- **News releases and newsletters** will be periodically be produced a regular awareness newsletter that will be sent to interested parties. This newsletter will provide: Project-related news, announcements of the project progress, events information, partners interviews, etc.
- **Participating to projects' events** organized by the European Commission, for example Information and Communication Technology (ICT) conference or projects' cluster events, other clustering and/or concertation activities and exhibitions.
- **International scientific conferences** will be classified based on indexed international databases, ranking of the conferences and targeted audience, (for example RSA Conference, International Meeting on Information Security (ENISE), the National Institute of Standards and Technology (NIST) events, European Conference on Information and Communication Technology (ECICT), ACM Computer Communications Security (CCS) conferences, IEEE Symposium on Security and Privacy, International Conference on Availability, Reliability and Security (ARES), Cyber Security for Industrial Control Systems (ICS) conferences, European Symposium on Research in Computer Security (ESORICS), International Conference of the Advanced Computing Systems

Association (USENIX), IEEE Conference on Communications and Network Security (IEEE CNS), IEEE/IFIP International Conference on Dependable Systems and Networks, International Conference on Computer Safety, Reliability and Security (SAFECOMP), International Symposium on Software Reliability Engineering (ISSRE), International Conference on Emerging Security Information, Systems and Technologies (SECURWARE), International Conference on Computational Intelligence in Security for Information Systems (CISIS), World Conference on Information Security Applications (WISA), IEEE Secure Development Conference, International Workshop on Cyber-Security Threats, Trust and Privacy Management in Software-defined and Virtualized Infrastructures etc.

- **Specialized journals and open access publishing.** The scientific results achieved within the project will be published in journals based on indexed international databases, with the targeted audience mainly related to security, IoT and CPS, and Software production, for example: IEEE Cybersecurity, IEEE Standards on Cybersecurity, IEEE Computers & Security, IEEE Network and Communications Magazines, Cybersecurity Journal, Journal of Cybersecurity and Privacy, Journal of Information Security and Applications, IEEE Security and Privacy Journal, Journal of Information Security and Applications. Industrial Control System – Cyber Security Research (ICS–CSR) Proceedings, Journal of Cybersecurity Education Research and Practice (JCERP), Computers & Security, etc.
- **Open-source access** to some BIECO software components (e.g., Data Middleware, MUD file generator);
- **Workshop** at the EU-level, focused on the project concepts and applications, will be organized and conducted as part of a conference in the field;
- **Website** (www.bieco.org) is created by WP9 leader to be user-friendly and interactive with the support of all partners.
- **Social** media accounts are used to disseminate information regarding BIECO activities. These accounts are used on the following social networks: Facebook, Twitter, LinkedIn, Instagram, YouTube.

2.7. Dissemination Actions and KPI

The BIECO project proposes ambitious dissemination objectives to encompass all stakeholders of the value chain part of software suppliers, hardware suppliers, ICT integrators, potential providers, distributors, and other alliances, universities, research organizations, safety Regulators, and standardization organizations.

Table 2 Dissemination actions and KPI

No.	Actions	KPI *
1	Development of a website (Online)	> 1,000 unique visitors
2	Presence in Social media (Online)	> 2 posts/week
3	Journal Publications (International, research)	>= 4

4	Publications and Presentations in Conferences (International, research)	>= 4
5	Participation in major events outside Europe (US, Canada, China, Japan)	>= 2
6	Production of BIECO leaflets/newsletters (General public, EU)	3
7	Number of leaflets provided (General public, EU)	1500
8	Number of references for the website in other sites (Research and Industrial community)	> 50
9	Nr of views of social media posts and videos (Online)	> 1500
10	Nr of followers and tweets (General)	> 500 followers > 100 tweets
11	Nr of connections with other EU projects (Research, EU)	> 3
12	Workshop at EU level	1
13	Best practice handbook	1
14	Final conference	1

** Per project, if not specified otherwise*

To ensure that all dissemination activities are properly centralized, respectively, to reduce the risks that may arise from non-compliance with the KPI, two processes are defined to ensure transparency and monitoring of dissemination.

The first process defines how dissemination actions are communicated. For this purpose, a form made in Microsoft Forms is available, which complies with the "BIECO Project Quality Manual" through the structure defined in the document "BIECO Exploitation and Dissemination Activity Report Template".

The form is called "Dissemination actions" and is available at link :

<https://forms.office.com/Pages/ResponsePage.aspx?id=-nnrpqnEzkyBjhbSdNFTBdNfLM-mVXBCkiOP2Hyiaq5UMeg2SFpWMIBDWUdJWERJWUFYVWVZVOVIKRCQIQCN0PWcu>

or by reading Figure 3.

The data stored by this form is available in the documents section of "General -> Dissemination -> Dissemination actions.xlsx".



Figure 3 Dissemination activities form barcode

The second process is implemented by UTC team members and consists of publishing all public data gathered through the website and social media. As a result, in the Excel file mentioned above, the links to each activity that will be disseminated through media will be added.

3. Communication Strategy

In support of target dissemination activities, broad communication actions will be undertaken to promote project objectives, activities and develop a BIECO community.

As the leader of WP9, UTC will carry out the leadership of the project communication activities following the DCS defined in the present document. UTC will set up the most appropriate mechanisms and tools for maximum visibility and impact, ensuring that all partners contribute to communication activities and assess the communication results.

Communicating is vital to the BIECO project to achieving the aimed impact and needs to be tailored to the specifics of various target audiences.

The following, among others, is defined for the communication strategy:

- Promote wide dissemination and raise the visibility of project results;
- Facilitate interactions with relevant stakeholders; and
- Engage in multipliers and future adopters.

Two main communication streams are taken into consideration: internal and external.

3.1. Internal Communication

Internal communication is of two kinds: official (and structured), respectively unofficial. Official communication means:

- Periodic meetings/telco's – as decided by WP-leaders or by the GA
- Presentations and other documents
- Deliverables (e.g., for meetings - MoM's or recordings, for presentations – the PPT's, etc.)

The unofficial communications are achieved via email or any other means of communication. It is generally ad-hoc, on-demand of one of the partners, and does not require deliverables.

Internal communication's main objective is the collective awareness of project goals and progress, collaboration, synchronization, and convergence of efforts. This is guaranteed through:

- Presentations of work progress during periodic technical meetings (by WP leaders and the partners involved in the corresponding work items).
- Presentation of a comprehensive overview of the project status at the beginning of each periodic general meeting (by the Project Coordinator). This aspect helps all partners to quickly reach an expected level of awareness on the current status of the project and the ongoing goals.
- Each task that requires specific knowledge not possessed by the majority of the consortium will start with a tutorial presentation for the benefit of all members, and thus facilitating the speed of building the needed competence level and improving future interactions.
- Sharing documents and other materials (e.g., videos) through the internal repository and project website for those materials that are public.
- Organization of regular online conference calls with small groups to discuss specific technical issues.

The project team's communication activities are carried out through a single platform to ensure simplicity and efficient management. The platform is Microsoft Teams, and all communication activities are available in BIECO Team available at link <https://teams.microsoft.com/l/team/19%3ac208e9a77d384fbfb35c3ccbcb86c057%40thread.tacv2/conversations?groupId=cf2c5fd3-55a6-4270-9223-8fd87ca26aae&tenantId=a6eb79fa-c4a9-4cce-818d-b85274d15305> .

Internal representative communication tools and documents template are:

- BIECO Brand;
 - Document: *BIECO Brand Book.pdf*
 - Archive: *BIECO Logo and Images.zip*
- BIECO Contact List;
 - Document: *BIECO Contact List.xlsx*
- BIECO Documents Template;
 - Document: BIECO Deliverable Template.docx
 - Document: BIECO Report Template.docx
 - Document: BIECO Meeting Minutes Template.docx
 - Document: BIECO PPT Template.pptx
 - Document: BIECO DCS Template.docx
- BIECO Website;
 - Website: www.bieco.org
- BIECO Microsoft Team;
 - General channel: channel for all members;
 - Partners private channels: UNI, IESE, CNdR, UTC, GRAD, UMU, RES, HS, TT, 7B, IFEVS;
 - WP's private channels: WP1, WP2, WP3, WP4, WP5, WP6, WP7, WP8, and WP9.
 - Administrative private channel: organizational and technical aspects;
 - Website channel: public channel for info's to be published on the website.
- Partners website and social media accounts as following in Table 3:

Table 3 Institutions media accounts link

Partner	Media	Link
UMU	Webpage	https://www.um.es
	Facebook	https://www.facebook.com/universidadmurcia
	Twitter	https://twitter.com/UMU
	Youtube	https://www.youtube.com/user/UniversidadDeMurcia
	Instagram	https://www.instagram.com/umu/
	LinkedIn	https://www.linkedin.com/school/universidad-de-murcia/mycompany/
HS	Webpage	https://www.holisun.com
	Facebook	https://www.facebook.com/Holisun-252563238184022
	Twitter	https://twitter.com/DHolisun
	YouTube	https://www.youtube.com/channel/UC_ssUZBUOzyWuu4KgBxEHg
	LinkedIn	https://www.linkedin.com/company/holisun/
GRAD	Webpage	https://www.gradiant.org/

	Facebook	https://www.facebook.com/GradientCT/
	Twitter	https://twitter.com/Gradient
	Youtube	https://www.youtube.com/user/ComunicacionGRD
	Linkedin	https://www.linkedin.com/company/gradient/
RES	Webpage	http://www.resiltech.com/
	LinkedIn	https://www.linkedin.com/company/resiltech-rsl/
UTCN	Webpage	https://www.utcluj.ro/
	Facebook	https://www.facebook.com/utcluj
	Twitter	https://twitter.com/utcluj
	YouTube	https://www.youtube.com/channel/UCKpee9L9pHMWH7dVMS2kvlw
	LinkedIn	https://ro.linkedin.com/company/cs-utcluj-ro
UNI	Webpage	https://www.uninova.pt/
	Twitter	https://twitter.com/UNINOVA
	LinkedIn	https://www.linkedin.com/company/uninova/
IFEVS	Webpage	https://www.ifevs.com/
IESE	Webpage	https://www.iese.fraunhofer.de/
	Facebook	https://www.facebook.com/FraunhoferIESE/
	Twitter	https://twitter.com/FraunhoferIESE
	Youtube	https://www.youtube.com/c/FraunhoferIESE
	Xing	https://www.xing.com/pages/fraunhoferiese
	LinkedIn	https://www.linkedin.com/company/fraunhoferiese/
CNR	Webpage	https://www.cnr.it/
	Facebook	https://www.facebook.com/CNRsocialFB
	Twitter	https://twitter.com/CNRsocial_
	Youtube	https://www.youtube.com/channel/UClo3c7BLuAqByu5b1HwarHA
	Instagram	https://www.instagram.com/cnrsocial/
	LinkedIn	https://www.linkedin.com/company/consiglio-nazionale-delle-ricerche/
TTT	Webpage	https://www.tttech-auto.com/
	Twitter	https://twitter.com/tttechauto
	Youtube	https://www.youtube.com/user/TTTechAutomotive/featured
	Instagram	https://www.instagram.com/explore/tags/tttechauto/
	LinkedIn	https://www.linkedin.com/company/tttech-auto/
7B	Webpage	https://www.7bulls.com/
	Twitter	https://twitter.com/7bullsCom
	Instagram	https://www.instagram.com/7bullscom/
	LinkedIn	https://www.linkedin.com/company/7bulls/

3.1.1. Internal Communication Using BIECO Microsoft Teams

All internal communication is organized online using Microsoft Teams due to the pandemic (COVID-19) situation around the world. Inside Microsoft Teams, a team called BIECO is created, and all members of BIECO partners are members of BIECO Team. As soon as conditions permit, some internal communication activities will be organized in onsite meetings .

<https://teams.microsoft.com/l/team/19%3ac208e9a77d384fbfb35c3ccbcb86c057%40thread.tacy2/conversations?groupId=cf2c5fd3-55a6-4270-9223-8fd87ca26aae&tenantId=a6eb79fa-c4a9-4cce-818d-b85274d15305>

In this way, one-to-one communication, video conferencing, group chat, or document distribution are kept in one place. General rules of using the BIECO team are:

- Publishing information on a private channel is allowed to those members that have been specified in "*BIECO Contact List.xlsx*". To change the list of members of any WP's or teams, the team leader will send an email to email administrative@bieco.org. To publish information on any channel, a channel member will connect to BIECO Teams and add info on the "*Posts*" tab.
- To publish information to the website, a post with corresponding data will be added in the tab "*Posts*" from channel "*Website*".
- Each channel has its own Data Repository, and corresponding data will be published in it. All data are held in the Microsoft repository in compliance with European regulations.
- The activities calendar will be published by each partner in the tab "*Calendar*" from the "*General*" channel.
- Tab "*To Do*" from the "*General*" channel allows partners to define tasks with parameterizations for participants, descriptions, deadlines, notifications, etc.

The following communication channels are defined in BIECO Teams which are correlated with a suite of email addresses in the bieco.org domain as is defined in Table 4. Sending an email to any of the bieco.org email addresses specified below will lead to its redirection to all channel members, as well as an email to the corresponding BIECO Teams channel.

Table 4 Channels and mailing lists

Channel	Chanel email	bieco.org Mailing List
General	500568ba.didatec.onmicrosoft.com@emea.teams.ms	everyone@bieco.org
01-UNI	8f414b2e.didatec.onmicrosoft.com@emea.teams.ms	uninova@bieco.org
02-IESE	4cec9a74.didatec.onmicrosoft.com@emea.teams.ms	iese@bieco.org
03-CNDR	92b259e0.didatec.onmicrosoft.com@emea.teams.ms	cnr@bieco.org
04-UTC	e50f7688.didatec.onmicrosoft.com@emea.teams.ms	utc@bieco.org
05-GRAD	3eab0050.didatec.onmicrosoft.com@emea.teams.ms	grad@bieco.org
06-UMU	e93e00bc.didatec.onmicrosoft.com@emea.teams.ms	umu@bieco.org
07-RES	b17f229c.didatec.onmicrosoft.com@emea.teams.ms	res@bieco.org
08-HS	076a30fd.didatec.onmicrosoft.com@emea.teams.ms	hs@bieco.org
09-TT	11ffa7ca.didatec.onmicrosoft.com@emea.teams.ms	tt@bieco.org
10-7B	a2c9cb05.didatec.onmicrosoft.com@emea.teams.ms	7b@bieco.org
11-IFEVS	ed03bf12.didatec.onmicrosoft.com@emea.teams.ms	ifevs@bieco.org
TPC	828475a8.didatec.onmicrosoft.com@emea.teams.ms	tpc@bieco.org
WP1	058254ed.didatec.onmicrosoft.com@emea.teams.ms	wp1@bieco.org
WP2	c566493e.didatec.onmicrosoft.com@emea.teams.ms	wp2@bieco.org
WP3	15d2afb4.didatec.onmicrosoft.com@emea.teams.ms	wp3@bieco.org
WP4	b79b7534.didatec.onmicrosoft.com@emea.teams.ms	wp4@bieco.org
WP5	e2b07d2d.didatec.onmicrosoft.com@emea.teams.ms	wp5@bieco.org
WP6	b14beb84.didatec.onmicrosoft.com@emea.teams.ms	wp6@bieco.org

WP7	3b956759.didatec.onmicrosoft.com@emea.teams.ms	wp7@bieco.org
WP8	3f7d7d1e.didatec.onmicrosoft.com@emea.teams.ms	wp8@bieco.org
WP9	dfba8121.didatec.onmicrosoft.com@emea.teams.ms	wp9@bieco.org

Messages can be sent directly to a BIECO Teams channel without retransmission to all channel members, according to the Table 4.

3.2. External Communication

External Communication approach - in line with the H2020' Communicating EU research and innovation guidance for project participants' guidelines - aims primarily at (communication goals):

- Showing how the outcomes of the project are relevant to our everyday lives by creating jobs, introducing novel technologies, boosting the economy, etc.;
- 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, establishing credibility and consistency;
- Making sure decision-makers make better use of the results takes them up to influence policymaking and industry and the scientific community to ensure follow-up.

A set of targets has been identified and taken into consideration:

- ICT providers that need to ensure the security and resilience of their assets;
- ICT integrators that participate in the supply chain;
- Large and small companies that are willing to benefit from secure participation in the supply chain;
- Multipliers/Accelerators that are interested in the innovation and value of the technological solutions to push it forward to more industries, more applications, more users;
- Academics/Researchers who are interested to know about the research excellence of the work in the project;
- General Public/Citizens attentive to know about the innovation and if their money is being well spent;
- European Commission and Member States interested in the innovation, the research excellence but also especially about the value of EU-wide research collaborations.

Best practices are transferred outside the partnership in a practical way, and external communications will be performed. This communication involves mainly:

- **Branding.** Project branding will go way beyond just a logo or set of graphic elements. The project branding will be built upon the strong project idea, ambition, and value to promote recognition, help to set the project apart from others, and create clarity and consistency while staying focused. Branding will strongly uphold the contribution of the project to the Research and Innovation Europe strategy. The project branding is reflected visually via the

logo and the design elements and vocabulary in communication materials, slogans, and informational copy.

- **Prepare communication vehicles.** A variety of communication vehicles need to be used, including website, newsletters, press releases, flash studies, videos, seminars/workshops/exhibitions, organization of workshops, talks in workshops and international events, questionnaires, training material, etc. These materials and their proper editorial harmonization will be achieved in WP9, in close interaction with the other WPs.
- **Customize the message to selected audiences.** To reach different target groups require different "languages" and various "communication styles". Main target groups for the project include: Scientific and Research communities, solution providers (service and application), End-users / Customers, "Multipliers" (entities that, due to their role and position in society can help to multiply the impacts of the project, e.g., innovation promotion institutions, regional associations of SMEs, professional associations, and others), Policy Makers (e.g., EC officers, regional development officers, national government officials, etc.) and the General Public/citizens in general;
- **Identify/implement mechanisms.** Communication is then executed; both non-media (events, exhibitions, etc.) and media mechanisms will be used. Linked to the website, tools related to social media will also be explored as to communicate with the selected targets diligently;
- **Evaluate the impact.** A number of tracking indicators (e.g., visits to the website, number of downloads, attendants to events, citations, etc.) will be implemented in order to provide some assessment of the project's impact. These indicators will be periodically monitored in order to allow tuning of the communication mechanisms.

External representative communication tools and document templates are:

- BIECO Brand;
 - Document: *BIECO Brand Book.pdf*;
 - Archive: *BIECO Logo and Images.zip*;
- BIECO Website;
 - Website: www.bieco.org;
 - Newsletters;
 - Partner's promotion;
 - Activities and results achieved promotion;
 - etc.
- BIECO Social Media;
 - Facebook: <https://www.facebook.com/bieco.org/>;
 - Twitter: https://twitter.com/bieco_org;
 - LinkedIn: <https://www.linkedin.com/in/bieco-org-2b95b21b9/>;
 - Instagram: https://www.instagram.com/bieco_org/;
 - Youtube: <https://www.youtube.com/channel/UCOGLSoIYkclchpiG2XAzZYg/>;
- BIECO communication materials;
 - Content documents;
 - Video materials;
 - Leaflets;
 - etc.

- BIECO GitHub repository;
 - GitHub: <https://github.com/bieco-org>;

3.2.1. Project website www.bieco.org

The first version of the website BIECO project was released in the second month of the 'project's implementation. The website is reachable at the following address www.bieco.org

The aspect of the Home page is shown in Figure 4.



BIECO – Building Trust in Ecosystems and Ecosystem Components

The general objective of BIECO is to develop a framework that enables measurable, risk-based trust while developing, deploying and operating complex interconnected ICT systems.



We aim to achieve this by handling the reliability and trust aspects of ecosystem participants (ICT systems, ICT system components and actors) within the supply chain.

The following shows the specific SMART (Specific, Measurable, Achievable, Realistic, Timebound) objectives of the project, taking into account the challenges of this kind of complex ecosystems.

- OIEC711: Providing a framework that allows enhancing trust in ICT supply chains (W12)
- OIEC712: Performing advanced assessment to assess trust over ICT supply chains (W12)
- OIEC713: Achieving resilience in ecosystems formed by unreliable components (W14)
- OIEC714: Extending existing processes to evaluate interconnected ICT systems (W15)
- OIEC715: Providing operational risk analysis and mitigation strategies that support a risk of the complex ICT supply chain (W16)
- OIEC716: Perform advanced-based security assurance and a formalized certification for ICT systems (W17)
- OIEC717: Industrial validation of BIECO's framework within ICT ecosystems (W18)

LATEST ARTICLES

Kick-Off meeting of W16

On 12th of November, we had a virtual Kick-Off meeting for W16, led by Project Manager (PM) W16. The meeting was held for the purpose of discussing the requirements and use case definitions for the development of the W16. The meeting was held in a virtual environment. The meeting was held in a virtual environment. The meeting was held in a virtual environment.

Kick-Off meeting of W15

On 12th of November 2020, we had a virtual Kick-Off meeting for W15 of the European cybersecurity project @bics.org. We discussed about the project, the requirements and use case definitions for the development of the W15. The meeting was held in a virtual environment. The meeting was held in a virtual environment. The meeting was held in a virtual environment.

Kick-Off meeting of W14

On 4th of November 2020, we had a virtual Kick-Off meeting for W14 of the European cybersecurity project @bics.org. We discussed about the project, the requirements and use case definitions for the development of the W14. The meeting was held in a virtual environment. The meeting was held in a virtual environment. The meeting was held in a virtual environment.

Figure 4 Home Page

The persons visiting the webpage can subscribe to the newsletter of the project using the subscribe functionality located in the footer area as shown in Figure 5.

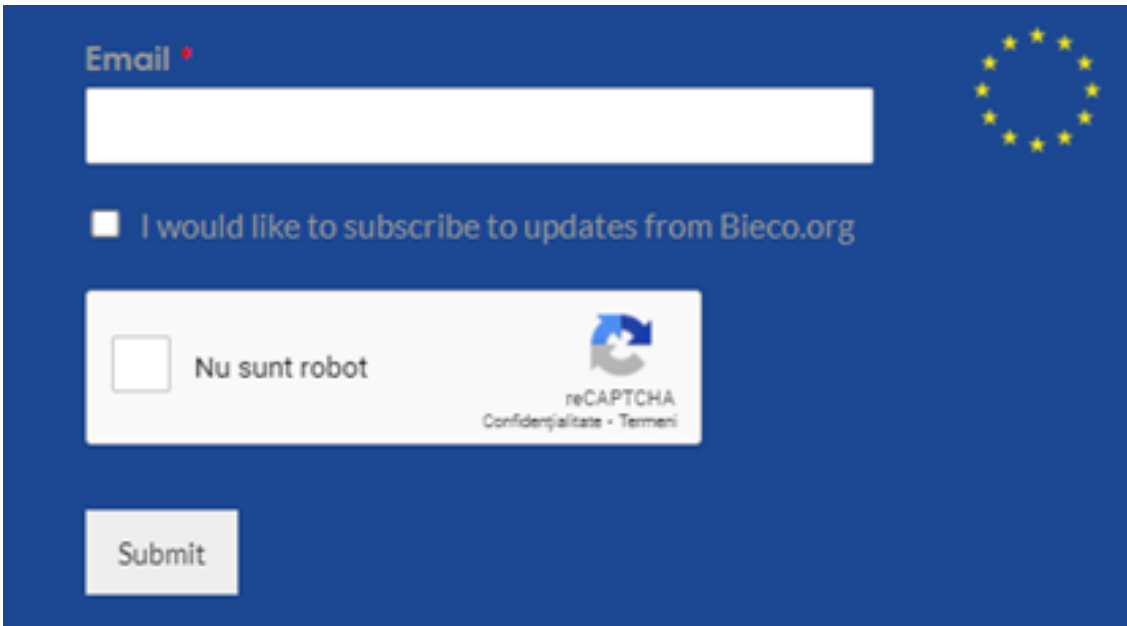


Figure 5 Footer area – subscribe to updates

The website provides information about the project and its expected results, events' schedule, training materials, publications, etc.

The website is made using WordPress platform, a modern Content Management System (CMS), and it has a responsive design making the website content to adapt to a different screen and window sizes of a variety of devices such as desktop, laptop, tablet, or smartphone.

BIECO website will be continuously updated to be attractive for the target group and key actors. The website is a dissemination and communication tool and not a project management tool.

To increase the BIECO project activities' visibility, the website will be used to connect stakeholders with other tools like social media campaigns and results obtained and published in scientific conferences, journals, etc.

The website use cookies and follows the Commission's guidelines on privacy and data protection, informing users that cookies are not being used to gather information unnecessarily.

The website site map is shown in Figure 6 .

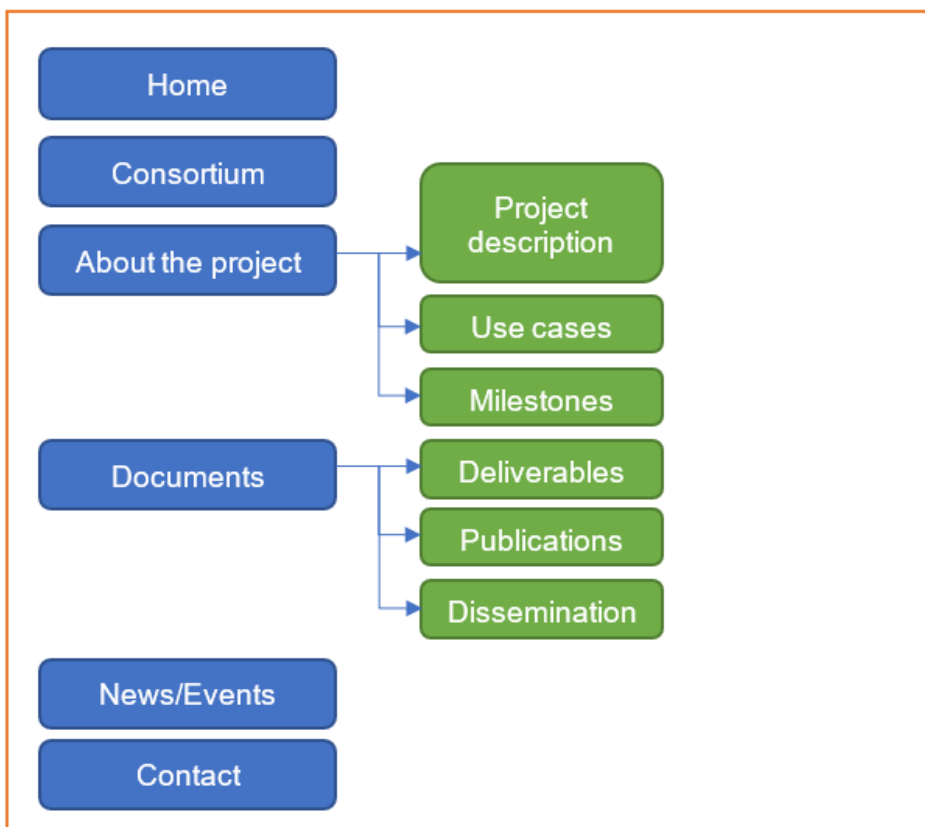


Figure 6 Website Map

UTC does the development and maintenance of the website www.bieco.org, and also the updates needed based on the information received from partners.

3.2.2. Social Media

BIECO project uses social media to identify relevant persons and stakeholders, get enlisted in relevant professional groups, raise awareness in the BIECO project, etc.

The project uses the most popular social networks: Facebook, Twitter, LinkedIn, Instagram, and YouTube. Facebook is the most popular social network, followed by Twitter, but LinkedIn has a more professional feel. On the other side, Instagram and YouTube are excellent at disseminating images and videos.

The 'project's social media related links (Facebook, Twitter, LinkedIn, Instagram, Youtube) are available in the footer area of 'Bieco's website, Figure 7.



Figure 7 Reference to Social Network (at the footer of the page)

Table 5 URL links for social media accounts

No.	Social Network	Link
1	Facebook	https://www.facebook.com/bieco.org/
2	Twitter	https://twitter.com/bieco_org
3	LinkedIn	https://www.linkedin.com/in/bieco-org-2b95b21b9/
4	Instagram	https://www.instagram.com/bieco_org/
5	YouTube	https://www.youtube.com/channel/UCOGLSoYkclchpiG2XAZyG/

Also, the tweets from the 'Bieco's Twitter account are embedded and shown at the bottom of the home page.

3.3. Communication Actions and KPIs

General communication activities include some activities with associated KPI as is shown in Table 6.

Table 6 General communication actions and KPI

No.	Action	KPI
1	Identify and publish new content regularly	YR1: min. 1/month; YR2: min: 2/month; YR3: min 3/month
2	Produce/circulate bimonthly newsletter based on targets	YR1: min 3 YR2: min 5
3	Design and produce focused material (for stakeholders' events)	YR3: min 10
4	Produce press releases targeting different media channels and audiences	YR1: min 3 YR2: min 5 YR3: min 10
5	Lightweight blog for non-specialized channels	> 2 press clippings
6	Liaise and engage in initiatives with journalists and LinkedIn groups; Produce a survey for brand recognition	> 15 back-links across major stakeholders > 25 responders identified BIECO (questionnaire)

The above actions measure essential communication channels like web content, in-house newsletters, promotional material, including video content, press releases targeting major stakeholders on supply/demand sides, press releases for the general public, and the BIECO project's visibility channels used by different stakeholder categories.

These actions ensure that regular information updates of project activities and main results are adequately transmitted to different stakeholders in time and raise interest among the non-specialized audience.

Considering that one crucial goal of the BIECO project is to raise interest in project objectives, special attention is paid to communication activities through social channels, identifying stakeholders, participating in workshops, training sessions, free trials, and marketing events.

The actions below' objective are to create a growing community, regular stakeholder engagement, early identification of prospective marketplace and service stakeholders, ensure outreach to non-specialized audiences, local-level engagement, and direct engagement with major stakeholders.

These objectives and communication activities are measured through actions and KPI as shown in Table 7 .

Table 7 Stakeholders and community engagement communication actions and KPI

No.	Action	KPIs
1	Publish tweets, including social media campaigns & monitor impact (Twitter)	YR1: min 4/month YR2: min 10/month YR3: min 20/month
2	Publish posts, make relevant tweets, including campaigns & monitor impact (LinkedIn)	YR1: min 2 post/month YR2: min 4 posts/month YR3: min 8 posts/month
3	Develop a database of contacts for community and stakeholder engagement	150 profiled & engaged stakeholders by M18 > 500 by M24 > 1000 by M36
4	Show BIECO use cases to visitors in a lively, lightweight environment	> 1 exhibitions/ workshops > 25 non-specialized attendees
5	Provide a service for non-IT savvy to show what the new service means for them	> 1 online training session(s) > 25 non-specialized attendees
6	Work with use case partners to co-host an open day, including media presence	> 1 local events > 2 appearances in local media
7	Organise free trials	> 3 "testers"
8	Host a stand decked with demos, videos, material	>= 1 in YR2 2 in YR3

4. Supporting other Work Packages

The information generated by work packages from the BIECO project will be used to achieve the project objectives.

The leader of each WP or task will deliver relevant information to be disseminated, according to SCP. Also, each partner will include his dissemination strategy that will be integrated with the defined actions from this document.

All WPs will be supported to interact with the general dissemination activities and any other particular dissemination activities. Also, all activities will be supported by the website, social media accounts, and other project communication tools and materials.

The Table 8 indicates dissemination and communication activities in relation to deliverables and milestones.

Table 8 BIECO project - List of deliverables

D. No	Deliverable name	WP No.	Lead	Type	Dis. level	Date
D1.2	Project Quality manual	1	UNI	R	P	M4
D2.1	Project Requirements	2	IFEVS	R	P	M4
D1.3	Data Management Plan	1	UNI	ORDP	P	M6
D2.3	Architecture (1st Draft)	2	UNI	R	P	M6
D3.1	Report on the state of the art of vulnerability management.	3	GRAD	R	P	M6
D9.1	Dissemination strategy- initial Version	9	UTC	R	P	M6
D6.1	Blockly4SoS model and simulator.	6	RES	R	P	M10
D2.2	Use Case Definition	2	RES	R	CO	M12
D3.2	Dataset with software vulnerabilities	3	UTC	OTHER	CO	M12
D5.1	Definition of the simulation model and monitoring methodologies	5	CNR	R	CO	M12
D6.2	Blockly4SoS user guide.	6	RES	R	P	M12
D7.1	Report on the identified security and privacy metrics and security claims to evaluate the security of a system.	7	UMU	R	P	M12
D8.1	BIECO verification and testing strategy	8	HS	R	P	M12
D6.4	Mitigations identification and their design	6	IESE	R	P	M16
D1.1	Reporting towards the EU	1	UNI	R	CO	M18
D1.5	Risk analysis	1	IFEVS	R	CO	M18
D2.4	Architecture Update (Final)	2	UNI	R	P	M18
D3.3	Report of the tools for vulnerability detection and forecasting	3	GRAD	R	P	M18
D7.2	Security certification methodology definition	7	UMU	R	P	M18
D9.2	Dissemination Strategy -Updated Version	9	UTC	R	P	M18

D9.4	Exploitation Strategy and Planning Including IP	9	UTC	R	CO	M18
D8.2	BIECO Assessment methodology	8	UNI	R	P	M20
D3.4	Report of the tools for vulnerabilities propagation	3	GRAD	R	P	M21
D4.2	Report on methods and tools for the failure prediction	4	IESE	R	CO	M24
D5.2	First prototype of the simulation environment and monitoring Solutions.	5	CNR	R	P	M24
D6.3	Risk Assessment and additional requirements.	6	7B	R	P	M24
D7.3	Security certification methodology development	7	UMU	R	P	M24
D1.6	Risk analysis final report	1	IFEVS	R	CO	M30
D3.5	Updated report of the tools for vulnerability detection and forecasting	3	GRAD	R	P	M30
D3.6	Updated report of the tools for vulnerabilities propagation	3	GRAD	R	P	M30
D4.1	Report on Self-checking of vulnerabilities and failure	4	RES	R	CO	M30
D4.3	Report on Method development for resilient systems	4	IESE	R	CO	M30
D5.3	Final prototype of the simulation environment and monitoring tools.	5	IESE	R	P	M30
D1.4	Update of Data Management Plan	1	UNI	R	P	M32
D1.7	Reporting toward the Eu-Final Version	1	UNI	R	CO	M36
D8.3	BIECO Assessment report	8	UNI	R	P	M36
D9.3	Dissemination strategy-Final Report	9	UTC	R	P	M36
D9.5	Exploitation Strategy and Planning Including IP-Final Report	9	UTC	R	CO	M36

5. Quality of the Dissemination and Communication

All dissemination tools and activities must refer to one or more of the following elements: name of the project; project website; logo; acknowledgments to EC public funds. Also, all materials will comply with the templates and tools specified in the sections internal communication and external communication.

All documents will comply with the quality manuals defined in the project and the BIECO Project Quality Manual templates available in the General Channel of BIECO Teams.

Team members have access to specific channels in BIECO Teams based on the information provided in the "BIECO Contact List.xlsx" document available in the Project Quality Manual. Any request to modify the structure is communicated to administrative@bieco.org. The validation of the modification is done by responding to the one who makes it and sharing the result with the project management at administrative@bieco.org.

6. Conclusions

The dissemination and communication strategy document is planned to help the consortium to fulfill its objectives. All project stages rely on professionals transferring appropriate and relevant information to implement the project's requirements. As the project unfolds and the plan is realized, information regarding the achievements of the BIECO project must be widely distributed to the appropriate target communities, at proper times, via proper methods.

The communication and dissemination plan of the BIECO project is intended to be a comprehensive and living document that outlines the actions, tools, and channels to be used throughout the project in the promotion of the service. The plan will be updated as the project develops momentum and as further insights are acquired into the target audiences and future customers of the operational services.

An assessment of the project communication and dissemination strategies (Task 9.1) will occur in M6, M18, and M36. A short report will provide feedback on the project participants and feed a reorganization of the communication and dissemination strategy.

The current DCS describes the current situation and the overall planning towards disseminating project activities, internal communication, and communication with different stakeholders.