

# D4.1 Communication and Dissemination Strategy

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<b>Work Package</b>	WP4 – Communication, Dissemination and Exploitation
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Topic	DIGITAL-2022-TRAINING-02-SHORT-COURSES
Type of action	DIGITAL-SME
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Service	HADEA/B/02
Project starting date	01/01/2023
Project duration	36 months

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## CYRUS consortium members

Table 1 – Consortium members

Partner name	Shortcode	Website link
DEEP BLUE SRL	DEEP BLUE	<a href="https://dblue.it/en/">https://dblue.it/en/</a>
CEFRIEL SOCIETA CONSORTILE A RESPONSABILITA LIMITATA	CEFRIEL	<a href="https://www.cefriel.com/">https://www.cefriel.com/</a>
STICHTING VU	STICHTING VU	<a href="https://vu.nl/en">https://vu.nl/en</a>
G & N SILENSEC LTD	SILENSEC	<a href="https://www.silensec.com/">https://www.silensec.com/</a>
STOWARZYSZENIE POLSKA PLATFORMA BEZPIECZENSTWA WEWNETRZNEGO	PPHS	<a href="https://ppbw.pl/en/">https://ppbw.pl/en/</a>
EIT MANUFACTURING CENTRAL GMBH	EITM	<a href="https://www.eitmanufacturing.eu/">https://www.eitmanufacturing.eu/</a>
ITALIENISCHE HANDELSKAMMER FÜR DEUTSCHLAND	ITKAM	<a href="https://itkam.org/">https://itkam.org/</a>
UNION INTERNATIONALE DES CHEMINS DE FER	UIC	<a href="https://uic.org/">https://uic.org/</a>
EUROPEAN FEDERATION FOR WELDING JOINING AND CUTTING	EFW	<a href="https://www.efw.be/">https://www.efw.be/</a>
UNIVERSITATEA SPIRU HARET	USH	<a href="https://www.spiruharet.ro/en/">https://www.spiruharet.ro/en/</a>
VIESOJI ISTAIGA LIETUVOS INOVACIJU CENTRAS	LIC	<a href="https://lic.lt/en/lithuanian-innovation-center/">https://lic.lt/en/lithuanian-innovation-center/</a>

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## List of abbreviations

Table 2 – List of abbreviations

Abbreviation	Explanation
B2B	Business to business
CERT	Computer Emergency Response Team
CSIRT	Computer Security Incident Response Team
DNA	Deoxyribonucleic Acid
EC	European Commission
EU	European Union
GDPR	General Data Protection Regulation
GA	Grant agreement
HaDEA	European Health and Digital Executive Agency
ICT	Information and communication technology
KPI	Key performance indicator
PC	Project Coordinator
PR	Public relations
SME	Small and medium-sized enterprise
TM	Transport and Manufacturing Sectors
WP	Work package
WPL	Work package leader

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## Executive summary

Cybersecurity training is fundamental to help employees protect themselves and their companies against cyberattacks. It empowers employees with the expertise to identify cyber threats and determine the right actions to mitigate them. However, many organisational and economical limitations hinder companies in effectively training their personnel. Also, the Transport and Manufacturing (TM) sectors have efficiency constraints. Thus, their employees are not easily involved in long training courses.

The CYRUS project proposes a novel training system, where a complete set of skills to be vigilant, to identify and to respond to cyber-attacks will be delivered. The framework exploits innovative methods for training implementation. Virtualisation dedicated cyber-range simulations in operational settings and work-based learning will allow timely and efficient course delivery, overcome the current hindrance, and raise interest in the awareness program and good practices.

The CYRUS dissemination and communication strategy supports achieving the objectives of the project by creating awareness and generating interest among a wide range of stakeholders and to encourage the further replication and utilisation of the solution. It is designed to ensure that technologies, outcomes, tangible results and the project overall is shared beyond the consortium members.

The strategy includes an overview of objectives, stakeholders and target audiences, a messaging framework, the project branding, communication and dissemination channels as well as activities and impact monitoring. Some activities will require further development in 2024 and 2025.

## 1 Introduction

The need for cybersecurity has grown with the prevalence of electronic-device connectivity. As a result, employees need to be able to identify cyber threats and determine the right actions to mitigate them. Cybersecurity training empowers them to protect themselves and their companies.

Since many hindrances, particularly for SMEs, prevent training staff effectively, CYRUS proposes a novel training system to create an innovation DNA on cybersecurity. The project focuses on the Transport and Manufacturing (TM) sectors.

A complete set of skills and measures to be vigilant, to identify and to respond to cyber-attacks will be delivered within the CYRUS framework, which exploits innovative training implementation and delivery methods. Virtualisation dedicated cyber-range simulations in operational settings and work-based learning will allow timely and efficient course delivery, overcome the current hindrance, and raise interest in the awareness program and good practices.

Communications are crucial for the success of a project – if nobody knows about the project, the methodology or the training courses, none of these can be considered by the stakeholders. The role of the project consortium in this cannot be overestimated – therefore the project partners will be informed about communications activities and encouraged to amplify them.

Communications consist of communication and dissemination: While dissemination aims to promote the project results and outcomes, communication primarily focuses on spreading information about the project from the onset and keeping a wide range of audiences informed about its purpose and potential benefits for European businesses and society.

Communication and dissemination are closely linked and have a lot in common, such as target audiences or the channels that are used to communicate or disseminate. To avoid repetition, “communications” covers both communication and dissemination; if only one of the areas is concerned, the distinction will be made.

A communication and dissemination strategy is the foundation for all activities in these realms. It details what CYRUS communications seek to achieve (objectives), who will be reached (target audiences), and how this will be achieved (strategy and tactics). The tactics define what the audience will be told (messages), by which channels they will be reached and how this will be measured. All aspects of the strategy and their role in the project will be introduced briefly in their respective sections.

The strategy will evolve as the project progresses. It will gain in detail as all work packages progress in their work and will be adjusted as needed based on their activities and results.

## 1.1 CYRUS project goals

CYRUS aims at creating personalised training, work-based learning and training assessment methodology for cybersecurity across the TM sectors.

Five key objectives are defined for the CYRUS project:

- Address needs of all stakeholders, including businesses and organisations of all sizes, with a particular focus on SMEs, that are increasingly targeted by cybercrime and less prepared to respond.
- Assess SME's cyber posture through field observations, questionnaires and focus groups to provide customised and focused training solutions.
- Provide disruptive training tools: cost-effective, flexible, available on-the-job and integrated into a real operational environment, effective for trainees and high retention rates, personalised for different organisational roles, and customised for various industry domains.
- Build a robust innovation DNA on cybersecurity in European organisations by setting high cybersecurity skills and competencies standards for all employees and managers.
- Foster a general increase of knowledge and cybersecurity awareness throughout different countries and reinforce collaborations in cybersecurity over Europe.

Objectives for communications are aligned with the project objectives.

## 1.2 CYRUS project stakeholders

Stakeholders are people or groups who are directly or indirectly impacted by an organisation, project or similar, and thus have an interest in it. Examples are suppliers, distributors, local communities and governments.

At this early stage of the project, the project's stakeholders are defined as all the participants of the Europe industrial ecosystem of the TM sectors, e.g., managers and cybersecurity experts in the involved TM organisations, employees, insurances, IT and cybersecurity consultants, CERT/CSIRTs, but also policy makers involved in relevant legislation.

## 1.3 CYRUS project target groups

A target group is a group of people that an activity, product or service is intended to reach. As main users of the CYRUS solutions, the following target groups have been identified:

- SMEs in the TM sectors together with large companies as well as their clients,
- IT and consultancy companies providing services to TM companies,
- Cyber-insurance companies and brokers targeting the TM sector,
- Regulators and policymakers in TM.

## 1.4 Turning stakeholders into audiences

Identifying persons from stakeholder groups and creating a contact list enables the CYRUS project to gain insights into their particular interests and thereby amplify messages about the project. These individuals take different roles in the project: They can, e.g., give input and feedback, implement pilot trainings or share CYRUS communications activities, to name but a few. By involving individual stakeholders, they become audiences for CYRUS communications.

To create the contact list, a form will be developed. Based on this form, CYRUS will follow the process below:

- In each communication sent from CYRUS channels, contacts will have the option to opt out from any future communication. E.g., when sending the newsletter, they will be provided with an unsubscribe option.
- In the form there will be a Privacy Policy sheet where it will be specified how the consortium is going to use these contacts and that these contacts will be used only within the remit of the project and not repurposed for other usage.

The first version of the stakeholders' list will be ready by M6 to be used for the first newsletter. This will initially be built through the consortium's network and the project's online presence. Table 3 gives an overview of the main actions and activities that will be used to engage with CYRUS's stakeholders. All the actions and activities listed below will be tailored according to the stakeholders' needs and main interests.

*Table 3 – Engagement actions and activities for CYRUS stakeholders*

<b>CYRUS stakeholders</b>	<b>Engagement actions and activities</b>
All stakeholders	<ul style="list-style-type: none"> <li>• Sharing of website updates (blog articles on news, events, results, videos, brochures, posters, flyers) via social media channels or via personal interaction</li> </ul>
Research and innovation communities, other related projects	<ul style="list-style-type: none"> <li>• Distribution of newsletters, invitation to social media channels</li> <li>• Sharing of public deliverables, relevant project findings and results</li> <li>• Invitations to attend events (workshops, training sessions)</li> </ul>
Policy makers	<ul style="list-style-type: none"> <li>• Invitations to attend events and dedicated dialogue</li> </ul>
Media	<ul style="list-style-type: none"> <li>• Press releases, offers of interview partners, event invitations</li> </ul>
Partners	<ul style="list-style-type: none"> <li>• Invitations to share projects communications</li> <li>• Provision of materials to share</li> </ul>

## 2 Communication and dissemination strategy

The communications strategy is aligned with CYRUS objectives and target groups. The project goals are translated into communications objectives and broken down into specific tactics, such as the creation of a website, the use of social media, events or papers. Project goals are being further developed into dissemination objectives, influencing the choice of communications channels.

Strategy and tactics determine how the message will be delivered to the target groups, whether through a one-to-one or one-to-many approach, and which communications method will be used. These methods may include face-to-face interactions, traditional media like newspapers, web-based platforms, or newsletters.

The dissemination of results is expected to include different elements and to take place at a few levels:

- The overall CYRUS results, to make them broadly available for use and replication by other market players.
- The training courses, to engage companies in the TM sectors training their employees and enhancing cyber security all over Europe.

Dissemination activities and channels will leverage and build upon the communications channels and tactics, however, the content for dissemination will be dedicated to results. Channels and activities may vary depending on the variety and type of results becoming available throughout the project. Disseminating results may still be relevant outside the project timeframe and after completion.

### 2.1 Communication and dissemination objectives

At the start of a project, public knowledge about it is limited. Therefore, the initial goal is to raise awareness, so that target audiences begin to follow the project's progress and interact with it.

Communications logic for CYRUS will therefore follow the **AIDA model**, which was initially developed to describe the customer journey from first being aware of a product/service up to acquiring it. AIDA stands for **Attention, Interest, Desire and Action**.

The model identifies all stages an individual goes through during the buying process for a product or service:

- Attention: Creating awareness in the defined target audiences.
- Interest: Waken the interest in the product by offering more information.
- Desire: Convert the interest into desire by serving more information and answering questions.
- Action: Clear calls to action so it is easy for the individual to connect or interact.



Figure 1 – AIDA Model

The AIDA model also illustrates that communications require different messages at different times, since time progresses from creating awareness to instigating action.

All communications activities can be assigned to a specific stage and need to be coordinated to lead the individual to the desired action.

For different target audiences, different stages apply at different times – while one target audience may have been addressed with messages to act upon, another may yet be in the awareness phase.

At this early stage of the project, the following communications objectives have been identified to support the overarching goals of the project:

- Raise awareness and ensure visibility of CYRUS, its objectives and activities,
- Announce and promote the CYRUS events and activities, contributing to maximising the attendance and engagement potential,
- Generate interest and convert a set of audiences to follow the project progress and attend/subscribe to news and events,
- Develop a content strategy and create relevant, compelling content for the different defined target audiences.

In addition to this, the following dissemination objectives are closely connected to the above objectives:

- Raise awareness for CYRUS achievements and results,
- Make the results of the project available and thereby enable their uptake,
- Use results to generate interest and engage with potential new adopters of the training framework,
- Use results to support policymakers in designing and developing policies in cyber security for transportation and manufacturing domains,
- Use results to promote and nurture scientific discussions on the research topics addressed by CYRUS.

These objectives will be achieved by employing a variety of channels to convey the messages, such as the CYRUS website and Knowledge Centre, social media, media relations and events and through channels of the project partners.

Communication and dissemination objectives are expected to be refined in Q1 2024 and then further specified and adjusted during the 36-month project.

## 2.2 Target audiences

The unique mission of the project is to generate new knowledge, facilitate the acceptance of innovative and disruptive training by end users and make the project results and outputs freely available. Regarding this mission, the project and its results will be communicated and disseminated to communities in TM, scientific groups and financial actors to secure the future commercialisation of the solution. These audiences will be targeted with appropriate messages through a variety of channels.

CYRUS has several aspects of communicating and disseminating, e.g., the project itself, the training methods, the trainings and their framework. Accordingly, every communications activity needs to be tailored to a dedicated target audience.

Since communication and dissemination are very closely intertwined, the target audiences for activities in both realms largely overlap. The following ones will be addressed with these activities:

- **Decision Makers and Policy Makers** from the European Commission and national politics, European Cybersecurity Organisation (ECISO), European Union Agency for Cybersecurity (ENISA) and European Cybersecurity Competence Centre (ECCC).
- **Research and Innovation communities, related research projects and relevant R&D initiatives:** Universities, EU Research and Technical (RTD) projects, academia and research organisations, educational institutions, the National Cyber-Security Competence Centres and the four cybersecurity pilot projects (Sec4Europe, etc.).
- **Stakeholder communities and networks** composed of European private and public actors, such as European DIGITAL SME Alliance or industry associations.
- **Big companies and SMEs** in TM.
- **Model entities for the enterprises**, such as the Enterprise associations, Commerce Chambers, Professional Colleges, etc., with influence and involvement capacity in the enterprises.
- **Media and opinion leaders** with an information and communication technology (ICT) background.
- **Interested general public:** people and groups interested in the topics of the project in general, such as: citizens as SMEs clients, consumer associations, “start uppers” and or passion etc.

An additional target audience for dissemination is mainly big companies and SMEs in sectors other than TM, as they can benefit from the project’s results. They will be informed about the project as audiences

belonging to the interested general public and targeted at a later stage of the project when there are tangible assets to be shown.

As the project progresses, more concrete mapping of the target audiences will ensue. Typically, the targeted personas are experts in the field of cybersecurity as important influencers in their respective organisations and communities, decision makers and influencers of decisions. For the CYRUS project, the decision makers can be Chief Executive Officers (CEO), e.g., in SMEs, Chief Information Officers (CIO) and Chief Operating Officers (COO) in transportation and manufacturing institutions or bigger companies.

### 2.3 Messaging framework

A messaging framework defines messages that are supposed to be used in communications activities to specific target audiences. It serves as a guideline for communications from the project and all eleven partners, so that all partners convey the same messages. As an integral part of designing and implementing a communications strategy and tactics, it is essential for consistency of communications and overall recognisability of the project.

Messages need to be relevant for the target audiences in any of the AIDA phases. At present, the creation of awareness is paramount:

*CYRUS is an EU project dedicated to helping companies in transport and manufacturing combat cybersecurity threats and attacks. Eleven project partners are currently working on creating personalised training and work-based learning and training assessment methodology for cybersecurity. The acronym CYRUS stands for “A personalised, customised, work-based training framework for enhanced **CY**ber-security skills across **indU**strial **S**ectors”.*

Moreover, there are dedicated messages for the work packages:

#### WP1 – Future cyber-threat scenarios and Cybersecurity Competence Framework

*Many cyber-threats such as ransomware attacks or malware can badly affect the Transport and Manufacturing sectors. Thus, workers need to improve their cybersecurity skills to better recognise and handle these threats. The innovative Cybersecurity Competence Framework developed in the CYRUS project will foster (re)skilling staff to enhance the cybersecurity culture of the organisations – because skilled workers are key to a strong cybersecurity culture. CYRUS is an EU project dedicated to helping companies in transport and manufacturing combat cybersecurity threats and attacks.*

## WP2 – Design and development of personalised training and work-based learning and training assessment methodology

*Cyber-attacks can hit every company. Often, IT and cybersecurity specialists expect too much from their colleagues when they think they should be able to spot cyber threats. This gap needs to be closed. Therefore, CYRUS develops personalised training modules with a combination of theoretical and practical learning. These modules provide basic cybersecurity knowledge for non-IT employees and more advanced methodologies and tools for IT and cybersecurity professionals. CYRUS is an EU project dedicated to helping companies in transport and manufacturing combat cybersecurity threats and attacks.*

## WP3 – Training delivery and training quality control across the TM sectors

*Usability is important because it enables users to complete a task smoothly. This also applies for training courses. To ensure usability, all cybersecurity training modules developed in the CYRUS project go through a validation process, in which stakeholders test the trainings. Based on their feedback, the trainings will be fine-tuned so that they will be easy to use and improve the cybersecurity skills of the workforce. CYRUS is an EU project dedicated to helping companies in transport and manufacturing combat cybersecurity threats and attacks.*

Creating a more detailed messaging framework entails understanding the pain points or talking points of the target audiences in more detail. Since CYRUS targets only business audiences, also called Business-to-business (B2B), creating relevant messages that fit the audience's professional pain points, challenges and opportunities will increase communications impact.

Pain point and talking point definitions will happen in collaboration with the partners. A first framework is expected to be actionable by the end of Q2 2023 and will be customised according to the different target audiences. The messaging framework will be refined and expanded as the project progresses as it will be influenced by the generated results.

### 3 Communication and dissemination tactics

Communication and dissemination tactics comprise actions taken to implement a strategy. Therefore, a basic branding is needed, on which all actions are built. Appropriate channels are important to play these actions out.

#### 3.1 Branding

Branding is the creation of a strong and coherent perception of a company, a product, a service or similar. In this case, it is about the perception of CYRUS and all project related activities. It consists of elements like logo, fonts and colours. This unique combination leads to a distinct identity, where the logo is the first and most obvious form of branding. Effective branding helps recognition by the target audiences and to differentiate from other projects.

Adhering to the project branding is obligatory to ensure a consistent visual perception of all project related activities.

##### 3.1.1 Brand book

A brand book contains the branding and visual identity information and is essential to a communications strategy. It lets everyone know how to correctly use distinctive branding elements like logo, fonts and colours to ensure a visually coherent appearance. Using a coherent visual appearance enhances brand awareness, recognition and trust in the brand.

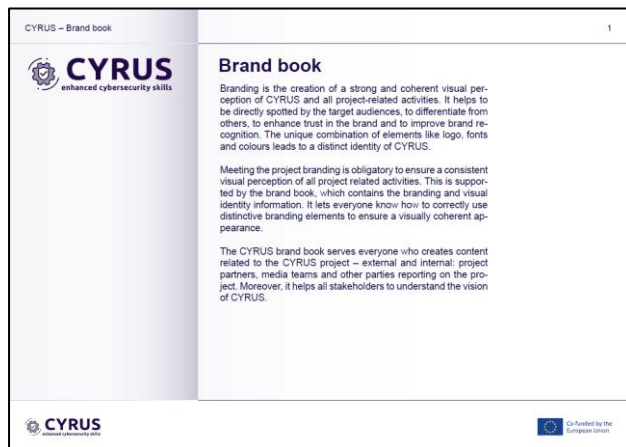


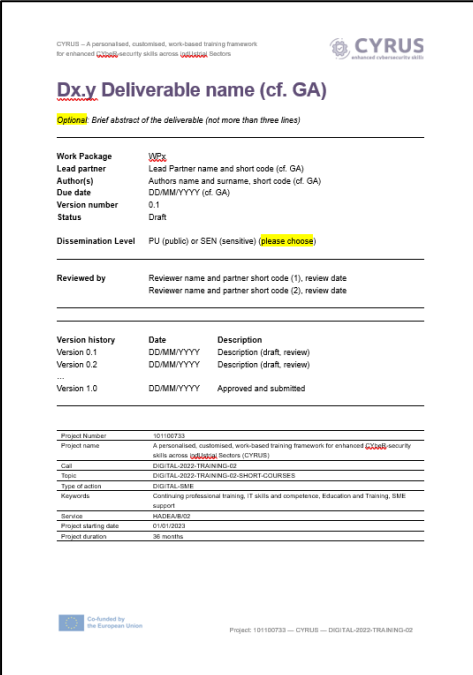
Figure 2 – Preview of the CYRUS brand book

The CYRUS brand book serves everyone who creates content related to the CYRUS project – external and internal: project partners, media teams and other parties reporting on the project. It can be found in the Annex A and on Google Drive in the shared folder for WP4. As the project evolves, it will be extended, since layouts and templates will be included in the brand book as well.

### 3.1.2 Templates

There are templates for communications materials to ensure a coherent external and internal visual communication. These templates include Word templates for deliverables, letterheads and project reports and a PowerPoint template. All templates can be found on Google Drive in the shared folder for WP4.

Moreover, there are guidelines for properly recording and reporting all activities.



CYRUS – A personalised, customised, work-based training framework for enhanced **Cyber** security skills across **EU** sectors

**Dx.y Deliverable name (cf. GA)**

**Optional:** Brief abstract of the deliverable (not more than three lines)

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**Work Package:** WPx  
**Lead partner:** Lead Partner name and short code (cf. GA)  
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**Status:** Draft

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Version 0.2	DDMMYYYY	Description (draft, review)
...		
Version 1.0	DDMMYYYY	Approved and submitted

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**Project number:** 101100733  
**Project name:** A personalised, customised, work-based training framework for enhanced **Cyber** security skills across **EU** sectors (Cyber) Skills (CYRUS)  
**Call:** DIGITAL-2022-TRAINING-02  
**Topic:** DIGITAL-2022-TRAINING-02-SHORT-COURSES  
**Type of action:** DIGITAL-SME  
**Keywords:** Continuing professional training, IT skills and competence, Education and Training, SME support  
**Briefing:** 2022-06-02  
**Project starting date:** 01/01/2023  
**Project duration:** 36 months

Co-funded by the European Union  
 Project: 101100733 — CYRUS — DIGITAL-2022-TRAINING-02

Figure 3 – Deliverable template



Figure 4 – PowerPoint template

## 3.2 Tools and channels

Communications take many forms – written, verbal and non-verbal as well as formal and informal – to transmit a message from a sender to one or more recipient(s). A suitable communications channel needs to be used to transmit this message, like a website, social media, video, newsletter or an event.

Typically, a combination of owned, paid and earned media is used for communications, depending on the objective and the available budget.

Owned media are channels that the sender of the information owns and can control themselves. Paid media channels belong to a third party such as publishers. Senders of the information pay for using them and need to adjust the published content to the media owner's requirements. Earned media are channels in which messages from the sender are taken up and thus transported to the media owner's audience without payment.

*Table 4 – Differentiation of media ownership*

Owned media	Paid media	Earned media
<ul style="list-style-type: none"> <li>• Project website</li> <li>• LinkedIn profile</li> <li>• Facebook profile</li> <li>• Newsletter</li> <li>• Own events</li> </ul>	<ul style="list-style-type: none"> <li>• Sponsored events</li> <li>• Speaking opportunities</li> <li>• Advertising</li> <li>• Social media sponsored posts and ads</li> <li>• Search engine advertising</li> </ul>	<ul style="list-style-type: none"> <li>• Trade magazines</li> <li>• Newspapers</li> <li>• Word-of-mouth</li> <li>• Speaking opportunities</li> </ul>

In the course of the project, different media will be involved. Specifically in the awareness creation phase, messages will be built via the own media, occasionally supported by paid media. Experience shows that earned media uptake comes into play at a later stage of the project, since CYRUS competes against a multitude of other news that flood editors and journalists every day. Therefore, a certain threshold in awareness needs to be overcome.

For the communications activities during the CYRUS project, specific communications channels are defined to spread the word about the project and its results. Here, communication and dissemination can use the same channels.

### 3.2.1 CYRUS website and CYRUS Knowledge Center

A website contains one or more web pages sharing a single domain name. It serves various purposes, like enhancing awareness and providing information or generating leads. As a website is fully under the owner's control, it is a powerful tool to provide information, publish news, generate leads and, to be more general, to be the first place to go to for interested people.

Within the CYRUS project, the website and the Knowledge Centre are meant to be 24/7 resources around the project and its developed assets. It will contain information about cybersecurity and the project itself to increase knowledge and awareness of cybersecurity in TM sectors. Moreover, it will provide more information about the training courses to attract prospective buyers and generate leads.

The website will be created under the domain [cyrus-project.eu](http://cyrus-project.eu) and will be online at M6.

The website content will be organised in five main sections:

- Home page: Presenting the general information about the project,
- About: This page describes the main objectives of the project, the conceptual framework and the project consortium,
- Products: This section will include the downloadable products of the project, comprising communications materials, deliverables, reports, publications and papers,
- News: This section will be constantly updated with all the latest news about the project and the events where the members of the CYRUS project will be involved,
- Knowledge Center: The Knowledge Center will be a dedicated page of the project website. It will be established to collect all project outputs and present competence framework and curricula, training modules, activities and guidelines. The Knowledge Center will also be linked to the Digital Skills and Jobs Platform where the CYRUS short-term training course package will be promoted, and the training modules will also be listed.

This preliminary structure will be further refined during the project.

The pages layout will be composed by three main sections:

- Header, which includes the project logo and the main menu
- Content area, which varies from page to page
- Footer with project contacts and EU disclaimer

The website usage and accesses will be monitored with Google Analytics, which allows to record various information, such as visitors, traffic sources, most viewed contents, etc. This is a helpful means to identify opportunities for improvement, increase the communication efficiency and evaluate the website impact and effectiveness.

### 3.2.2 Social media

Social media are digital and interactive technologies, enabling people to create and share content and connect. Through social media channels, virtual networks and communities arise. The best-known social media channels are Facebook, Twitter, TikTok and Instagram. LinkedIn is the most important professional social network.

Social media aims to build a community to share information, learn from others, interact with them and promote ideas, events and products/services. This makes it a powerful tool for spreading information, engaging audiences and interacting with interested parties.

Social media tactics will be used primarily for news about the CYRUS project to reach a broad audience. Events, press releases and other news will be published on the CYRUS website and promoted via social media channels. The social media posts are expected to drive audiences to the project website.

At the beginning of the project, a LinkedIn and a Facebook account have been established. The LinkedIn Profile is accessible here: <https://www.linkedin.com/company/cyrus-eu-project>, the Facebook profile is accessible here: <https://www.facebook.com/people/CYRUS/100090530780754/>. News and insights will be published throughout the project. All partners are invited to like and share the posts, create their own posts and tag the CYRUS profiles.

There is a social media plan, which can be found in the shared folder for WP4 on Google Drive and in the Annex B. The plan will be filled continuously during the project to keep the information flow going.



Figure 6 – CYRUS LinkedIn profile

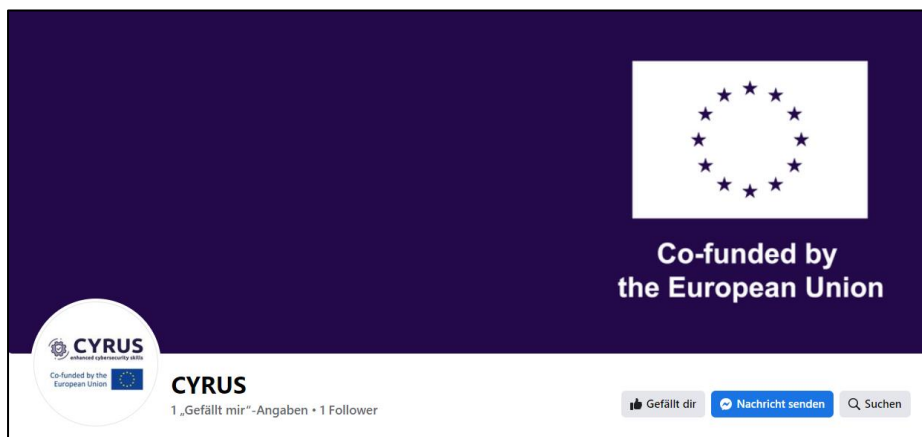


Figure 5 – CYRUS Facebook profile

### 3.2.3 Events and conferences

In communications, an event is an organised, interactive and timed event that a group can join online or in person. They can increase awareness, inform about a specific topic and engage audiences. Examples of an event are webinars, trade shows and conferences. Events are work-intensive and costly, but they are a powerful tool to interact with and involve people. They serve to spread news and information for

instance also with speaking opportunities, intensify the collaboration with existing customers and to strengthen the overall reach.

Events can be co-organised or owned. Furthermore, speaking opportunities at externally organised events can be used to spread information to a large audience for a comparatively small effort and often small budget.

The overall events strategy and planning of individual events for the CYRUS project will be looking at various factors and the interdependencies of those factors. The decision on the type of event and choice of event enables CYRUS to get a clear message across to the right audience. It will be based on project objectives and project maturity in terms of progress and achievements. In the project's initial phase, while awareness generation is the key objective, speaking opportunities at external industry conferences are a good way of reaching a broad audience.

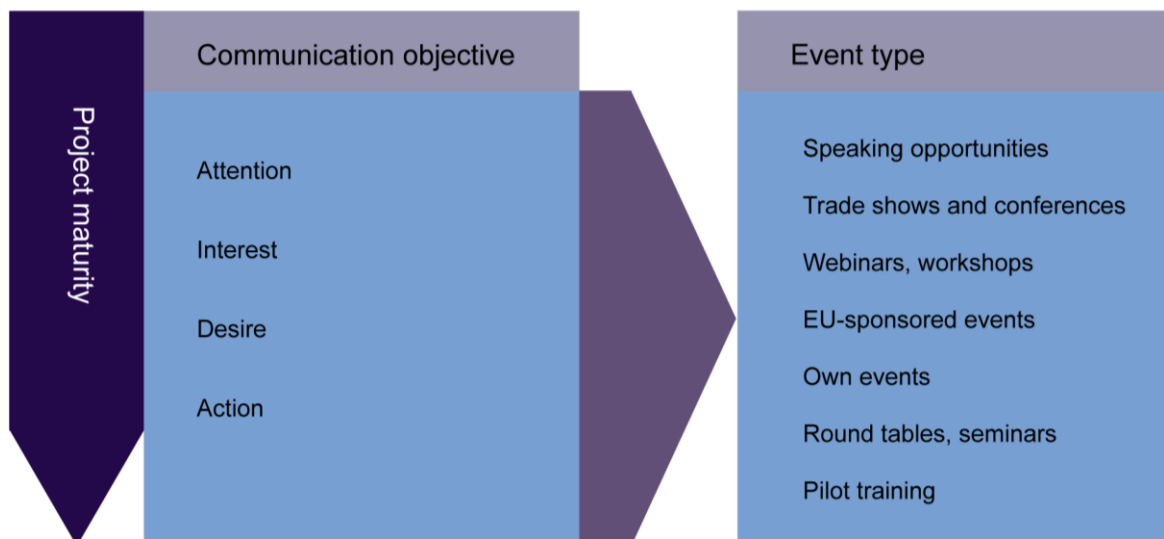


Figure 7 – CYRUS event portfolio

The right mix of event types in the overall CYRUS portfolio will allow the consortium to optimise usage of the event budget and improve audience outreach. The CYRUS conceptual approach to events is illustrated in Figure 7.

During the whole project there will be five events at national level to inform and attract cybersecurity experts and future end-users in the TM sectors and identify key cybersecurity skills and competencies. The expected duration will be a half-day or one day. These events will be organised by EITM in cooperation with the project partners.

Events are mainly planned as webinars, seminars, forums, and workshops and can happen online and in-person. While in-person events allow for more networking and dynamic dialogue opportunities, targeted interactions, more powerful relationships, and deeper engagements, online events contribute

to positioning CYRUS and allow a broad audience to take part, as no travel is involved and thus the required resources in time and money are considerably less than for in-person events.

Moreover, the project will be presented at four relevant international conferences and workshops. In addition, two dissemination events will be organised to disseminate the project results. This will be a joint event with another important external one and focused on presenting the project results to the relevant stakeholders, enriching the CYRUS network to widen exploitation opportunities.

When the first pilot version of the training modules developed in WP2 are ready, separate events for each sector will be organised. These events will involve at least five organisations per sector. Each project partner will perform the pilot assessment in its partner country. The assessment will involve the stakeholders' groups built by partners with the aim to collect qualitative information from representatives of each sector separately. Involvement of stakeholders and persons at various positions will ensure the presence of all target groups, and thus covering the interests of all potential beneficiaries of the training.

External events and conference attendance is a key mechanism for the CYRUS consortium to interact with the scientific and industrial community. The participation in external events is a relevant channel to engage and network with stakeholders and to disseminate the project, its activities, results and main findings. A preliminary non-exhaustive list of external events and conferences, in which CYRUS results can be presented, is listed in the table below.

All events and conferences will be identified and integrated into the CYRUS event calendar, which can be found in the shared folder for WP4 on the Google Drive and in the Annex C. The exact list of events for 2023 is to be finalised by Q2 2023, and for 2024 by Q1 2024.

*Table 5 – Potential events and conferences*

Partner involved	Type E / C	Name of the event / conference	When	Where
ITKAM	C	ANORC Forum <a href="https://anorc.eu/associazione/strategie-modelli-organizzativi-e-competenze-per-la-trasformazione-digitale-del-paese/">https://anorc.eu/associazione/strategie-modelli-organizzativi-e-competenze-per-la-trasformazione-digitale-del-paese/</a>	23.03.2023	Rome, Italy
	C	black hat Europe 2023 <a href="https://www.blackhat.com/upcoming.html#europe">https://www.blackhat.com/upcoming.html#europe</a>	TBA	London, UK
	C	black hat Asia 2023 <a href="https://www.blackhat.com/asia-23/">https://www.blackhat.com/asia-23/</a>	09.-12.05.2023	Singapore + online
	E	Cloud & Cyber Security Expo <a href="https://www.cloudexpo-europe.de/welcome-cloud-cyber-security-expo">https://www.cloudexpo-europe.de/welcome-cloud-cyber-security-expo</a>	10.-11.05.2023	Frankfurt, Germany
PPHS	C	Impact'23 <a href="https://impactcee.com/impact/2023/en/start-english/">https://impactcee.com/impact/2023/en/start-english/</a>	10.-11.05.2023	Poznan, Poland

Partner involved	Type E / C	Name of the event / conference	When	Where
	C	IEEE/ACM International Conference on Software Engineering (ICSE) <a href="https://www.monash.edu/it/events/2022/international-conference-on-software-engineering-2023">https://www.monash.edu/it/events/2022/international-conference-on-software-engineering-2023</a>	14.-20.05.2023	Melbourne, Australia + online
	C	IEEE Symposium on Security and Privacy (S&P) <a href="https://www.ieee-security.org/TC/SP2023/">https://www.ieee-security.org/TC/SP2023/</a>	22-25.05.2023	San Francisco, USA + online
PPHS	C	Research and Innovation Symposium for European SECURITY and Defense <a href="https://rise-sd2023.eu/">https://rise-sd2023.eu/</a>	29.-31.05.2023	Rhodes, Greece
	C	Society for Risk Analysis Europe Conference "Risk Assessment in a Changing Works" <a href="https://www.sraeurope.eu/lund-sweden-2023-a94">https://www.sraeurope.eu/lund-sweden-2023-a94</a>	18.-21.06.2023	Lund, Sweden
	C	black hat USA 2023 <a href="https://www.blackhat.com/us-23/">https://www.blackhat.com/us-23/</a>	05.-10.08.2023	Las Vegas, USA + online
	C	ESORICS 2023 <a href="https://esorics2023.org/">https://esorics2023.org/</a>	25.-29.09.2023	The Hague, The Netherlands
PPHS	E	Cintia	September 2023	Tbd
	C	ACM/IEEE International Symposium on Empirical Software Engineering and Measurement (ESEM) <a href="https://conf.researchr.org/home/esem-2023">https://conf.researchr.org/home/esem-2023</a>	23.-27.10.2023	New Orleans, USA
	C	ACM Joint European Software Engineering Conference and Symposium on the Foundations of Software Engineering (ESEC/FSE) <a href="https://2023.esec-fse.org/">https://2023.esec-fse.org/</a>	11.-17.11.2023	San Francisco, USA
CEF	C	DeepSec <a href="https://deepsec.net/">https://deepsec.net/</a>	14.-17.11.2023	Vienna, Austria
PPHS	E	CP3 cybercrime	November 2023	Tbd
	C	ACM Conference on Computer and Communications Security (CCS) <a href="https://www.sigmac.org/ccs/CCS2023/">https://www.sigmac.org/ccs/CCS2023/</a>	26.-30.11.2023	Copenhagen, Denmark
CEF	C	ICISSP International Conference on Information Systems Security and Privacy	February 2024	Rome, Italy
	C	IEEE/ACM International Conference on Software Engineering (ICSE) <a href="https://conf.researchr.org/home/icse-2024">https://conf.researchr.org/home/icse-2024</a>	12.-21.04.2024	Lisbon, Portugal
CEF	E	Italian Cybersecurity Summit 2024	March 2024	Milan / Rome, Italy
	C	UIC World Annual Security Congress	Tbd	Tbd

Partner involved	Type E / C	Name of the event / conference	When	Where
	C	UIC Digital conference	Tbd	Tbd
	C	UIC World Congress on Rail training, Talent and Development	Tbd	Tbd
	C	ENISA-ERA Conference: Cybersecurity in Railways	Tbd	Tbd
	C	WCRR (World Congress on Railway Research)	Tbd	Tbd
CEF	C	Cybersecurity Leadership Summit	Tbd	Berlin, Germany
CEF	C	European Digital SME Alliance Annual conference	Tbd	Brussels, Belgium
UIC	C	International Railway Expert's Meetings	Tbd	Tbd

### 3.2.4 Media relations

Media relations describe the relationship between a company or organisation with journalists, bloggers and influencers. They are the gatekeepers that a piece of information needs to pass through before it reaches the public through third-party channels such as trade magazines, newspapers or social media.

The aim of going through these third parties is to diversify the employed communication channels and, ideally, endorsement by these third parties. This way, the public learns of activities and/or specific topics through a source which is perceived as opinion leader or neutral source of information. Thus, activities gain publicity, as these people spread the word and news in the mass media on behalf of the company/organisation. Good media relations are powerful, maximising the media-coverage without advertising costs.

In the CYRUS project, media relations will, e.g., be used to distribute press releases for project updates to reach the broadest possible audiences. All press releases will also be published on the CYRUS website and promoted via social media channels and the partner's media network, provided the partners have them. Example media are given in the list below.

Regarding media relations, CYRUS visibility is expected to benefit from the international presence of eleven consortium partners to achieve maximum coverage. All partners will receive the tools to engage with their media audiences in addition to the activities coordinated by EITM.

*Table 6 – Examples of target media*

Magazine / newspaper / online medium	Language
Produktion <a href="https://www.produktion.de/">https://www.produktion.de/</a>	DE
VDI-Z Nachrichten	DE

Magazine / newspaper / online medium	Language
<a href="https://www.ingenieur.de/fachmedien/vdi-z/">https://www.ingenieur.de/fachmedien/vdi-z/</a>	
IT-Sicherheit <a href="https://www.itsicherheit-online.com/">https://www.itsicherheit-online.com/</a>	DE
Heise online <a href="https://www.heise.de/">https://www.heise.de/</a>	DE
Wired Italia <a href="https://www.wired.it/">https://www.wired.it/</a>	IT
European Cybersecurity Journal <a href="https://ik.org.pl/en/">https://ik.org.pl/en/</a>	EN
Railway Gazette International <a href="https://www.railwaygazette.com/">https://www.railwaygazette.com/</a>	EN
Global Railway Review <a href="https://www.globalrailwayreview.com/">https://www.globalrailwayreview.com/</a>	EN
Gazeta.pl <a href="https://www.gazeta.pl/0_0.html">https://www.gazeta.pl/0_0.html</a>	PL
Dziennik Gazeta Prawna <a href="https://www.gazetaprawna.pl/">https://www.gazetaprawna.pl/</a>	PL
Rzeczpospolita <a href="https://www.rp.pl/">https://www.rp.pl/</a>	PL
Money.pl <a href="https://www.money.pl/">https://www.money.pl/</a>	PL
Horizon Results Booster <a href="https://www.horizonresultsbooster.eu/">https://www.horizonresultsbooster.eu/</a>	EN
Horizon Magazine <a href="https://ec.europa.eu/research-and-innovation/en/horizon-magazine">https://ec.europa.eu/research-and-innovation/en/horizon-magazine</a>	EN
CORDIS website <a href="https://cordis.europa.eu/">https://cordis.europa.eu/</a>	EN

### 3.2.5 Papers and scientific publications

With scientific papers research work and results can be shared with an academic audience. They are published in dedicated journals which are peer reviewed, which means that papers have been evaluated by one or more people with similar competencies.

At least four papers in international peer-reviewed journals with open-access schemes will be published during the CYRUS project, to reach a scientific target audience. Additionally, there will be some publications on EC channels (Cordis, H2020 The EU R&I magazine, research EU focus) of key results and explanatory articles.

A preliminary list of potential scientific journals is reported and can be found in Table 7.

Table 7 – Potential scientific journals to publish in

Journal	ISSN	Publisher
Annals of Operations Research (ANOR) <a href="https://www.springer.com/journal/10479/">https://www.springer.com/journal/10479/</a>	0254-5330	Springer Science + Business Media B.V.
Empirical Software Engineering Journal ESEJ <a href="https://www.springer.com/journal/10664/">https://www.springer.com/journal/10664/</a>	1382-3256	Springer Science + Business Media B.V.
IEEE Security and Privacy <a href="https://ieeexplore.ieee.org/xpl/aboutJournal.jsp?punumber=8013">https://ieeexplore.ieee.org/xpl/aboutJournal.jsp?punumber=8013</a>	1540-7993	IEEE
IEEE Transactions of Software Engineering <a href="https://ieeexplore.ieee.org/xpl/aboutJournal.jsp?punumber=32">https://ieeexplore.ieee.org/xpl/aboutJournal.jsp?punumber=32</a>	1939-3520	IEEE Service Center
Information and Software Technology (IST) <a href="https://www.sciencedirect.com/journal/information-and-software-technology">https://www.sciencedirect.com/journal/information-and-software-technology</a>	0950-5849	Elsevier
International Journal for Secure Software Engineering (IJSSE) <a href="https://www.igi-global.com/journal/international-journal-secure-software-engineering/1159">https://www.igi-global.com/journal/international-journal-secure-software-engineering/1159</a>	1947-3036	IGI Global
International Journal of Artificial Intelligence (IJAI) <a href="http://ceser.in/ceserp/index.php/ijai/">http://ceser.in/ceserp/index.php/ijai/</a>	0974-0635	online resource
International Journal of Information Security <a href="https://www.springer.com/journal/10207">https://www.springer.com/journal/10207</a>	1615-5270	Springer
Journal of Systems and Software (JSS) <a href="https://www.sciencedirect.com/journal/journal-of-systems-and-software">https://www.sciencedirect.com/journal/journal-of-systems-and-software</a>	0164-1212	Elsevier
Risk Analysis <a href="https://onlinelibrary.wiley.com/journal/15396924">https://onlinelibrary.wiley.com/journal/15396924</a>	1539-6924	Wiley-Blackwell
Software and Systems Modeling (SoSyM) <a href="https://www.springer.com/journal/10270">https://www.springer.com/journal/10270</a>	1619-1366	Springer

### 3.2.6 Channels from other EU-funded projects

CYRUS will build synergies with existing initiatives. Over the course of the project, the project partners will explore opportunities and forms of collaboration, among them also communications activities. The table below lists relevant EU past and ongoing projects and initiatives in cybersecurity awareness, skills, competences, education and training.

Table 8 – Projects funded under the same topic as CYRUS

Acronym	Title	Project ID
BIONT	Bio Network for Training	101100604
CloudCamp4SME	Empowering the digital transformation of European SMEs	101100595
DigiAdvance	Advancing key digital skill capabilities in the SME Sector	101100811
DIS4SME	Data Interoperability Skills for SMEs	101100762

Acronym	Title	Project ID
EAGLE	Covering the training gap in digital skills for European SMEs manpower	101100660
Level Up	Leveraging Knowledge of training providers in upskilling and reskilling of SMEs managers and employees towards empowering their digital transformation	101100679
QTIndu	Quantum technologies courses for industry	101100757
REBOOT SKILLS	Rebooting manufacturing industry with digitalisation skill development	101100696
SME4DD	Training SMEs for the digital decade	101100768
Tech Time 2 Skill	Fostering the acquisition of the most in-demand advanced digital skills in AI and cybersecurity by the European labour force	101100691
TRUST-FOOD	Advanced digital skills on blockchain for trusted food supply chains	101100804

Networking and coordinating activities with related research projects will be a key activity to foster synergies and align outputs and networks. Exploring complementarities with these projects and initiatives can lead to cross-fertilisation of ideas, exchange of good practices and will expand the network of involved stakeholders. Specifically in communications, related projects and their consortia can amplify the reach of communications activities. The following table lists some preliminary ideas to amplify communications.

*Table 9 – Amplification through related projects*

High level objective	Activities to foster synergies
Create awareness; amplify communications impact and broaden reach	<ul style="list-style-type: none"> <li>• Sharing relevant posts on social media</li> <li>• Share and promote relevant news on the project website</li> <li>• Invite other projects to write a blog post on CYRUS website</li> <li>• Invite other projects to participate in CYRUS events and initiatives</li> <li>• Organise joint events</li> </ul>

### 3.3 Communications material

Communications material is textual, visual, audio and video content, which is published and conveys news and information about a specific topic, addressed to a defined target audience. It can be both print- and digital items, such as brochures, fact sheets, newsletters, videos or presentations.

The design of communications material is always based on branding. Consistent and high-quality communications material delivers the information readers want, fostering trust in the brand.

To support CYRUS project's goals, brochures, leaflets, roll-ups, newsletters and a video will be produced. All the materials will be offered in English and digital formats ready to be uploaded/downloaded to/from websites and for printing/production, which will be the responsibility of each partner. An English language version will enable translations/national versions.

### 3.3.1 Brochures & product leaflets

Brochures and leaflets are informative or promotional documents with about a company/organisation, product or service. They are used in digital or printed format to spread information. Brochures usually consist of several pages, while leaflets are very often one-pagers.

In the CYRUS project, brochures and product leaflets will be distributed online via the CYRUS website and the partner's websites as PDFs. This enables partners to send information about the project to other interested parties.

During the CYRUS project, a general project brochure will be available around M4, including the main information about the project, raising awareness of the project and its activities and leveraging the stakeholders involved from the start. A second edition will be prepared to support the presentation of the transferable results and of the stakeholders' benefits, supporting the exploitation activities.

Furthermore, there will be six product leaflets. Each one presents the main project outcomes, enabling easier communication with the stakeholders and end-users. Leaflets will present: i) Skills, needs and future work scenarios in the TM industry; ii) CYRUS competence framework; iii) Study pathways in the TM industry: skilling, upskilling and reskilling; iv) CYRUS short-term training course package; v) CYRUS Knowledge Centre.

### 3.3.2 Roll-ups

Roll-ups are reusable and mobile stand-up displays for advertising. They can be used at in-person events like trade shows to capture the attention of the visitors/attendants. Their names come from the fact that they can be rolled in for better transport. Having arrived at the place of action, they can be rolled-up and attract attention. Roll-ups serve different purposes – they may simply capture attention via attractive visuals, but also display facts about a specific topic, boiled down to a few keywords, and visual elements.

Six project roll-ups will be produced to explain the project in just a few keywords. They will be a perfect tool to disseminate the project at fairs, seminars and other public events. Partners will also use them for their communications activities. In addition to that, the roll-up design will be available as a file so that partners can have their own roll-ups produced if they are needed.

### 3.3.3 Videos

A video is an electronic medium for the recording of moving images, presenting information in a visual and auditive way. There are multiple types of videos like animation, screen records and live action. Videos serve different purposes, such as educating, promoting and entertaining.

A promotional video will be created during the CYRUS project, presenting and explaining the project in detail. Apart from that, video content will support other communications activities as the project develops.

### 3.3.4 Newsletters

A newsletter is an email sent to an audience periodically to inform them about specific topics like the latest news about the development of the project, events or further content. They contain teaser texts, images and usually lead to a website via links. Newsletters contribute to brand reputation and ensure the brand remains in the audience's minds.

Regarding the CYRUS project, newsletters will be issued periodically to summarise shortly and attractively the progress and main achievement of the project as well as cybersecurity-related content and events. During the CYRUS project, at least six newsletters will be sent to interested people during the project time. Those newsletters will contain information about the project and its results and invite recipients to join upcoming events.

## 4 Mapping tools and target audiences

The different tools listed in the previous sections will be used to reach the different target audiences with different messages. Please note that the channel of media relations can reach all target audiences but is directed at journalists and editors who then create information formats in their media which will reach the aforementioned target audiences.

*Table 10 – Mapping target audiences with appropriate channels to reach them*

Target audience	Channels			
	Project website	Social media	Events	Media relations
Decision Makers and Policy Makers			X	X
Research and Innovation communities	X		X	X
Stakeholder communities and networks	X	X	X	X
Big companies and SMEs in TM	X	X	X	X
Model entities for the enterprises		X	X	X
Media and opinion leaders	X	X	X	X
Interested general public	X	X		X

Starting from the different channels and activities identified, a preliminary plan of all planned communications actions is available. The timing and frequency of communications activities – especially for via the website and social media – is crucially dependent on the project progress. Only if there is

news to communicate or results to disseminate can a relevant update be generated. Please see an overview in Table 11.

*Table 11 – Communication channels, tools and actions*

Channel/tool	Action	Responsible partner	Timing/frequency
CYRUS website	Design and development of the project website	DBL	set up by M6
	Continuous updates with blog articles on news, events, results, videos, brochures, posters, flyers	Coordinated by EITM, all partners will contribute	on average 1,5 per month
Social media	LinkedIn: posts on on-going activities, findings and results, relevant topics for the project, events	EITM, all partners will contribute	on average weekly
	Facebook: posts on on-going activities, findings and results, relevant topics for the project, events	EITM, all partners will contribute	on average weekly
	Sharing of and interacting with partner communications, content by other projects etc.	EITM, all partners will contribute	depends upon availability
Newsletters	Summarise in a short and attractive way the progress and main achievements of the project and send them to the contact list	EITM, all partners will contribute	Every six months
Scientific publications	Summarise key results and insights from the project work for a more scientific target audience	Scientific partners	M24 and M36
Events and conferences	Presenting CYRUS and its results at national, international and external events and conferences	All partners	On average one per partner per year
	Participation in relevant international conferences and workshops, organisation of dissemination events and	EITM, all partners will contribute	On average four per year

Channel/tool	Action	Responsible partner	Timing/frequency
	public events for external audiences		
Training pilots	Preliminary assessment of the first pilot versions of the training modules in separate events	STITCHING VU, all partners will contribute	M24
Networking activities and synergies with other projects	Building up synergies with existing initiatives and EU projects	All partners	Continuous process
Leaflets	Presenting the main project outcomes in short enabling easier communication to and with stakeholders and end users	EITM	On average once a year, depending on project progress
Brochures	General brochure including the main information about the project	EITM	M4
	Second edition supporting the transferable results	EITM	M36
Roll-ups	Explaining the project in a few keywords to disseminate the project in fairs, seminars and other public events	EITM	M6
Promotional video	Presenting and explaining the project in detail	EITM	M7

## 5 Monitoring

In order to maximise impact and truly make a difference, all communications activities will be evaluated for efficacy, which requires proper and timely recording. The communication and dissemination strategy evolves as the project progresses, which will be reflected in the reporting.

The WPL depends upon all consortium partners to achieve a comprehensive monitoring by keeping track of each communications activity as they take place as well as the audience reached whenever possible. It is important to keep track also of the feedback gathered from the target audience/s.

The task of monitoring CYRUS communications activities was allocated to EITM as part of WP4. This task will be accomplished with the help of a monitoring management spreadsheet (Annex D) which will facilitate collating all relevant data, both in terms of events and the audience reached through the project's outputs.

The monitoring sheet will be saved in the CYRUS shared project repository on Google Drive. It is the duty of every partner to regularly update it with the relevant information recording the type of communications activities and their achieved impact, in terms of estimated reached audience.

EITM will regularly check the status of the monitoring record with the partners involved in communications activities and send monthly reminders to partners to update the spreadsheet. The regular use of the monitoring tool will provide the WPL with live updates on achieving impact and reaching our targets (Key Performance Indicators – KPIs) which are shown in the next section.

### 5.1 Communication and dissemination metrics and KPIs

Ambitious goals drive CYRUS communications objectives and are expected to fulfil SMART criteria (Specific, Measurable, Achievable, Relevant and Timely). CYRUS communications activities are being called upon to demonstrate the value and contribution to the project's success. Therefore, determining some key metrics and measurements is essential.

The metrics are directly linked to all communications activities. The main tactics to employ are website, social media, events, PR and newsletters.

Based on the above preliminary split of communications activities, Table 12 shows the success metrics that represent measurements against the communications objectives, which have been identified.

Moreover, a set of KPIs defined hereafter will be analysed periodically in order to assess the performances of the Dissemination and Communication actions undertaken to achieve these goals. Based on this performance assessment, the KPIs will be reviewed and adapted periodically. The constant monitoring of the KPIs will allow pointing out strengths and weaknesses of the strategy pursued and to identify suitable mitigation strategies when needed.

Table 12 – Communication and dissemination key metrics and KPIs

Channels/ tools	Metric/ indicator	M1-12	M13-24	M25-36	Total
Website	Unique page visits	800	1200	1600	3600
	News and event section updates	10	20	30	60
Social Media	Followers on LinkedIn	100	150	250	500
	Posts on LinkedIn (own posts and reposts)	40	100	100	240
Events and conferences	Attendance and active participation at relevant international conferences and workshops	0	2	2	4
	Dissemination events	0	0	2	2
	Public events organised for external audiences	0	2	3	5
Media relations	Press releases delivered to traditional media	2	2	2	6
Papers and scientific publications	Papers in international peer-reviewed scientific journals	0	1	3	4
	Publication on EC channels	0	1	1	2
Newsletters	Newsletter published	2	2	2	6
Promotional material	Brochures	1	0	1	2
	Roll-ups	6	0	0	6
	Product leaflets	2	2	2	6
	Video	1	0	0	1

The list of metrics can be further extended and updated. Measuring the performance of each campaign and each tactic provides a good basis for determining what works well and what how all project partners can best leverage the CYRUS project.

## 6 Communication and dissemination management policies

Making the project and its results visible for all relevant stakeholders is a legal obligation under the grant agreement. In addition to that, specific rules apply.

### 6.1 Partners roles and responsibilities

Within WP4 “Communication, Dissemination and Exploitation”, all CYRUS partners will actively participate in and contribute to communications in their respective networks and focus areas and support dissemination of the project results. Some key tasks and corresponding partners are listed as follows:

- EITM as WP leader is responsible for the coordination and monitoring of the overall communication and dissemination activities.
- EITM is also responsible for the development of the communication and dissemination materials and channels (project website, newsletters, project flyer, videos etc.).
- DBL as leader of T4.3 is responsible for the design and development of the project website and the Knowledge Center.
- USH as leader of T4.4 is responsible for the CYRUS exploitation and sustainability plan.

## 6.2 Acknowledgement of EU funding

All communication activities of the partners related to the action (including media relations, conferences, seminars, information material, such as brochures, leaflets, posters, presentations, etc., in electronic form, via traditional or social media, etc.), dissemination activities and any infrastructure, equipment, vehicles, supplies or major result funded by the grant must acknowledge EU support and display the European flag (emblem) and funding statement (translated into local languages, where appropriate), as can be found in the Brand book (see also Annex A).

Any communication or dissemination activity related to the action must use factually accurate information. Moreover, it must indicate the following disclaimer (translated into local languages where appropriate): “Co-Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or European Health and Digital Executive Agency. Neither the European Union nor the granting authority can be held responsible for them.”

## 7 Partner engagement

Integrating the project partners into the communications activities is crucial to amplify activities. The partners themselves and the communications of their companies or institutions will support communications at all stages of the project.

### 7.1 Stakeholder list

The stakeholder list has already been mentioned in 1.4. It will account for 30 to 40 entries per partner and be updated regularly. The link to the plan can be found in Annex E.

Company	Name	Stakeholder	
		Surname	Email address

Figure 8 – Preview of stakeholder list

## 7.2 Partners' action plan

In the shared folder for WP4 on Google Drive, there will be a list of the communications activities planned by partners as to enable each partner to amplify all others' activities. These activities will also be reflected in the reporting. This plan is a living document and will be flexibly adjusted throughout the project. The link to the plan can be found in Annex F.

Target Audience	Partner	Communication / Dissemination activity	Objectives
	All partners	Social media post/promotion support. Facebook, LinkedIn	Improve project visibility amongst new audiences. Continuously promote the project's social media efforts on proprietary channels
	All partners	Project page on the website	Create awareness
	All partners	Publish press releases	Raise awareness about CYRUS achievements
	To be specified	Newsletter	Promote project progress

Figure 9 – Preview of partners' action plan

## 8 Conclusions

The communication and dissemination strategy document outlines the strategic and tactical aspects of CYRUS communication and dissemination planning, including target audiences, messaging framework and metrics for measuring and evaluating success. Moreover, it contains practical recommendations for a communications mix.

With eleven partners from nine countries, the project has a truly European character and international scope. While the activities are planned in English, the diversity of partners is expected to impact outcomes positively. In addition to the centralised communication and dissemination effort, partners' active involvement in spreading the word about CYRUS locally and nationally is expected to boost the results of media relations and social media communications.

While the strategy provides a methodology for communication and dissemination planning, it will evolve over the 36-month project. Planning will become more detailed, individual campaigns and activities will evolve from the results the project generates.

This deliverable is written at a very early stage of the project development. Therefore, it primarily lays the foundation for further developments of the planned activities. Moreover, it includes concrete communication channels and activities. These activities are expected to evolve as results become available. The communication and dissemination approaches will be tweaked throughout the project for greatest possible impact.



## Annex D: Monitoring spreadsheet

Date	Event	Link	City	Country	Event type	Organising partner	Participating partners	Speaking opportunity (y/n)	Comments
23/3/2023	ANORC Forum	<a href="https://anorc.eu/associazione/strategie-modelli-organizzativi-e-competenze-per-la-trasformazione-digitale-del-paese/">https://anorc.eu/associazione/strategie-modelli-organizzativi-e-competenze-per-la-trasformazione-digitale-del-paese/</a>	Rome	Italy	Conference	ITKAM	ITKAM	n	ITKAM was able to present CYRUS in a short video which was livestreamed during the opening of the conference.

<https://docs.google.com/spreadsheets/d/1Oe9HUHOsOrU6d-kqXuwdyus6gwPVaps6/edit?usp=sharing&oid=109631857965307780827&rtpof=true&sd=true>

## Annex E: Stakeholder list

Company	Name	Stakeholder	
		Surname	Email address

<https://docs.google.com/spreadsheets/d/189f53IkUaMinZmD8n5U-vQpz4dR00rgbt7CLywQ7Q/edit?usp=sharing>

## Annex F: Partners' action plan

Target Audience	Partner	Communication / Dissemination activity	Objectives
	All partners	Social media post/promotion support. Facebook, LinkedIn	Improve project visibility amongst new audiences. Continuously promote the project's social media efforts on proprietary channels
	All partners	Project page on the website	Create awareness
	All partners	Publish press releases	Raise awareness about CYRUS achievements
	To be specified	Newsletter	Promote project progress

<https://docs.google.com/spreadsheets/d/1wjPbr4m3JQ4bPJ7AFvXGXfDgLycevYtFdGkNrDbgX2A/edit?usp=sharing>