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AutoMated Vessels and Supply Chain Optimisation for Sustainable Short SEa Shipping

D.8.1: MOSES Communication Strategy

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Table of Contents

List of Tables

List of Figures

List of Acronyms

Abbreviation / acronym	Description
AB	Advisory Board
CA	Consortium Agreement
CEF	Common European Network
CO2	Carbon Dioxide
COVID	Coronavirus Disease
DoA	Description of Action
DSS	Deep Sea Shipping
Dx.y	Deliverable number y belonging to WPx
EC	European Commission
EU	European Union
GA	Grant Agreement
GDPR	General Data Protection Regulation
H/W	Hardware
H2020	Horizon 2020
ICT	Information and Communications Technology
IPR	Intellectual property rights
ITS	Information Technology Solutions
KPI	Key Performance Indicator
ML	Machine Learning
MS	Microsoft
MSx	Milestone number x
Mx	Month number x
OA	Open Access
PM	Person Month
PO	Project Officer
PU	Public
R&D	Research & Development
R&I	Research & Innovation
S/W	Software
SINTEF	Norwegian Institute of Technology
SMEs	Small and Medium-sized Enterprises
SSS	Short Sea Shipping
TEN-T	Trans-European Transport Network
TV	Television
WP	Work Package

Executive Summary

Communication, dissemination, and stakeholders' engagement processes are essential to assure the success of a project as ambitious and visionary as MOSES. Funded under the European Union's Horizon 2020 Framework Programme, the aim of MOSES is to significantly enhance the SSS component of the European container supply chain by addressing the vulnerabilities and strains that relate to the operation of large containerships. MOSES will follow a two-fold strategy for reducing the total time to berth for TEN-T Hub Ports and stimulating the use of SSS feeder services to small ports that have limited or no infrastructure.

The present document is considered as a living document and is connected to Task 8.1: *High impact Communication strategy and activities* within Work Package WP8: *Exploitation, Dissemination, Stakeholder engagement, and Policy Recommendations*.

The current document provides the communication and dissemination strategy, focused also on the MOSES stakeholders' engagement. The communication plan is crafted by introducing a 5-step approach, which includes the identification of relevant objectives and relevant target audiences, in order to efficiently anchor the project's vision, ideas, results and outcomes to targeted audiences towards the definition of key messages and the identification of appropriate channels and tools.

It also summarizes all the communication activities performed by MOSES partners until M8 and those still planned and provides a status monitoring of both dissemination and communication activities through the measurement of a set of identified KPIs. In communication, dissemination and stakeholders' engagement, activities are inter-linked in MOSES, and constitute a substantial part of the communication strategy, ensuring a strong future exploitation. Related communication actions and dissemination activities have been assigned from the early beginning of the project to each of the consortium partners. Reference is also given to the scientific approach of MOSES project, as well as to the clustering activities and how cross fertilization can be achieved by creating common synergies.

MOSES communication is considered as a strategically planned process, which commenced at the outset of the project and which will remain active throughout its entire lifetime. Its ultimate aim is to achieve the promotion of the project and its results, towards using strategic and targeted measures for communicating the outcomes to a multitude of audiences and engaging them in a two-way exchange.

1. Introduction

The current deliverable, *D8.1: MOSES Communication Strategy*, constitutes a key reference document for all the communication, dissemination, and stakeholders' engagement activities to be implemented within WP8 of MOSES project and it is intended as a living document through the project lifetime.

This document contains all the important information needed to facilitate the communication, dissemination, and stakeholders' engagement efforts of the MOSES consortium. It presents the MOSES project's dissemination, communication, and clustering plan to be followed by the consortium to guarantee high visibility, accessibility and promotion of the project's vision, key findings and research results towards ensuring a successful future exploitation. Furthermore, it will ensure that impactful activities have been planned to engage stakeholders, create awareness, and promote MOSES. The ultimate goal of this document is the effective communication of project's assets, course and key outcomes to the identified related target audiences.

As a matter of fact, this document aims to ensure that clear communication objectives have been set, key target audiences have been identified and well defined, tailored messages have been crafted per each target audience, the appropriate channels will be used, sufficient communication materials and resources will be produced, and the right evaluation methods will be implemented.

1.1 Purpose of the document

MOSES's communication strategy is designed to provide an initial, detailed, and comprehensive framework for the communication, dissemination, stakeholders' engagement and networking activities to be performed within MOSES project. It constitutes an effective tool to amplify the impact of the project results and outcomes, to optimize their value and foster their active and concrete use in systems and practices at local, regional, national, and European level. The set of processes presented below will remain active throughout the project lifetime (in line with GA, Articles 29 & 38) to facilitate the project's consortium to reach a wide range of relevant audiences while at the same time to disseminate and communicate MOSES's results to the industrial, academic and SMEs domain.

1.2 Intended readership

D8.1: MOSES Communication Strategy is a public deliverable and constitutes a very useful guidance addressed not only to the consortium members, but also to any interested reader (i.e., PU dissemination level).

It is primarily written for the European Commission (EC), Project Officer (PO) and the consortium members of the MOSES project, as a useful guidance for the planning and contribution to MOSES communication, dissemination, stakeholders' engagement and clustering activities. More specifically, it serves as a tool that helps them understand

the project's communication objectives and how these could contribute to raise awareness in an efficient and effective way.

Nevertheless, special effort and focus has been, also, given on making this report a stand-alone comprehensible document for the general public.

1.3 Document Structure

The document is structured in seven sections.

Section 1 introduces the scope of the document, along with the provision of key definitions.

Section 2 provides all the necessary information regarding the MOSES communication and dissemination strategy and plan.

Section 3 gives the scientific approach of the MOSES project.

Section 4 describes the MOSES clustering plan.

Section 5 presents the performed and planned networking activities of MOSES project.

Section 6 outlines the evaluation and monitoring processes of the MOSES communication and dissemination activities.

Section 7 analyses the partners' roles and efforts.

Finally, section 8, summarizes the concluding remarks of *D8.1: MOSES Communication strategy*.

1.4 Definitions

Communication and dissemination can be considered as the different sides of the same coin. The boundaries between some of their activities are often blurry and sometimes can create confusion. More specifically, certain tools and activities (e.g., a magazine article that is published for communication purposes can trigger the interest of potential stakeholders in using the presented project outcomes and thus it has automatically become a dissemination tool) can oscillate between communication and dissemination, depending on the target audience and content [1]. Thus, what differentiates them are the objectives they have, their main point of focus, and the target audiences they address. In this sub-chapter, a clarification on the terminology as well as a clear distinction of their corresponding activities is given, by shedding light on their differences.

Communication refers to the project promotion, and its themes and the challenges which will be encountered. Consortium partners must undertake all means they have in their disposal to efficiently promote the action and its results, by spreading targeted information to multiple audiences (including the media and the public), in a strategic

and effective way to achieve a two-way exchange[1]. A comprehensive communication plan should include a clear definition of its objectives, define key messages tailored to each target audience and set out an accurate roadmap of activities [2]. This standardisation will more effectively promote the creation of communication strategies that can be adopted easier for any situation.

Dissemination is a process utilized to enhance the impact, visibility, and credibility of a project. It refers to the public disclosure of the results of the project by appropriate means[2]. Dissemination may be achieved by sharing information concerning the project and the publication of the project's findings using traditional media channels (newsletters, publications, news media coverage), and digital media (social media). Dissemination may also be achieved through the publications of projects in peer reviewed scientific journals, presentations in scientific conferences, and in industry related events.

According to the recent (2018) EC Guidance for the Social media guide for EU funded R&I projects [3], both communication and dissemination processes are mandatory and vital for H2020 projects. It is also important that results remain protected at all times. Their differences are presented in the following table 1:

Table 1 Difference between Dissemination & Communication in H2020 projects

Communication	Dissemination
*Covers the **whole project** (including results)*	*Covers project **results only***
*Starts at the **outset** of the project*	*Happens only once **results are available***
Multiple audiences *Beyond the project's own community, including the media and general public. Multiplier effect.*	***Specialist audiences*** *Groups that may use the results in their own work, including peer groups, industry, professional organisations, policymakers*
***Informing and engaging with society**, to show how it can benefit from research*	*Enabling the **take-up and use of results***
Legal reference: *Grant Agreement Article **38.1***	*Legal reference:* *Grant Agreement Article **29***

[1] Article 38 of MOSES GA
[2] Article 29 of MOSES GA

2. MOSES Communication & Dissemination Strategy

2.1 Overview of the plan

2.1.1 MOSES approach to communication

The communication approach which will be followed by MOSES project is analysed in the following five-step procedure as depicted in the figure 1 below:

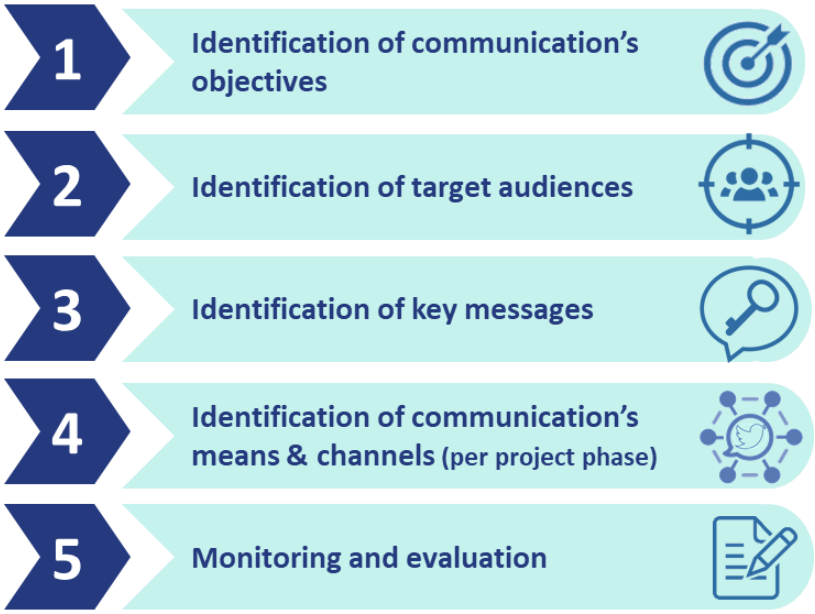

Figure 1 MOSES communication approach

The afore-mentioned approach aims to address most of the basic elements of MOSES communication, namely the target audiences, key messages for each target audience, communication means and channels to be used, as well as the time frame for delivering the messages. It also includes a monitoring and evaluation process as a means to ensure the efficiency of the communications strategy and allow for the smooth coordination of individual communications activities throughout the project lifetime.

The effectiveness of MOSES communications strategy will be achieved by addressing a set of simple questions, according to the 5 Ws Lasswell's model of Communication [4], such as "*Who are the key audiences?*", "*What do these audiences know now?*", "*What do we need them to know?*", "*What message or messages do they need to receive?*" and "*What is the most effective mode/media to deliver these messages?*". The successful implementation of this approach will maximise the communication's impact and it will ensure the project's higher visibility to targeted audiences.

In terms of time schedule, the MOSES project will follow a three-stage approach (see table 2 below), as already defined in DoA, for the planning and implementation of its communication and dissemination activities.

Table 2 MOSES Communication Phases

Phase 1-Initial awareness (M1-M12)
Agreeing upon communication strategy and future activities; Creating initial awareness in markets related to Project's scope and objectives.
Phase 2-Target awareness market phase (M13-M30)
Creating more "targeted awareness" regarding MOSES technologies with targeted stakeholder groups; Informing target market about the technological breakthroughs and business benefits (including early results from use cases' impact assessment).
Phase 3-Strategic Phase (M31-M36)
Maximizing target market and industry awareness regarding the MOSES platform and its exploitable products towards supporting project sustainability and effective exploitation and market replication.

During the Initial Awareness phase, the main focus will be given on informing the public about the project's concepts, the main objectives and the expected impact, as well as reaching out to the targeted audiences and relevant stakeholder groups. During this phase, special attention will be mainly given in spreading knowledge about the project's aims and its initial findings in order to gain maximum support from stakeholders' communities, while at the same time motivating possible interested parties to actively engage.

The second phase of the project (Target awareness market phase) will build upon the review and evaluation of the first implemented activities and will proceed with promoting the early project results from use cases' impact assessment, as well as the business benefits, in more tailored ways for each of the key targeted stakeholder groups. The main focus will be concentrated on the effective communication of the already available -to date- project results and it will try to raise further awareness on project related issues, in a collaborative engaging way.

In the final Strategic phase, a major effort will be focused on the effective dissemination of the project results and exploitable products to the targeted audiences in a way of ensuring the long-term impact of project's final results and their market sustainability (in line with MOSES exploitation plan).

2.1.2 Key concepts and objectives

As set out in the project grant agreement, the main objectives of WP8: *Exploitation, Dissemination, Stakeholder engagement, and Policy Recommendations*, shaping the targets of the MOSES communications strategy, are summarised as follows:

- The **development** of MOSES Communication Strategy and ensuring that it is up to date during the project's lifetime.
- The **establishment** of a set of systematic channels and means for communicating the project objectives, activity, progress, impact, and outcomes, maximizing its outreach, and creating higher level of awareness to the relevant scientific and industrial community.
- The **coordination** of MOSES scientific outreach through the development of Open Access papers and participation in scientific and industrial events.
- The **definition** of the project's exploitable results and the production of sustainable business models for their exploitation.
- The **certainty** of the successful implementation and viability of the project's innovative ideas.
- The **production** of policy recommendations while pointing out specific domains for policy intervention necessary for the reinforcement of SSS.

More specifically, as defined in the DoA, within MOSES WP8 particular focus will be given on:

- **Preparing** content, graphical identity and effective communications instruments and marketing material and explore a variety of communication channels and social media.
- **Promoting** MOSES to all target groups in EU and beyond.
- **Collecting** feedback from potential end-users and other target groups, thus facilitating MOSES tuning and improvements, as well keeping end users' requirements updated.
- **Reinforcing** the brand-name of MOSES as a key-player in the port technologies and port logistics markets.
- **Raising** awareness on MOSES philosophy to scientific and standardization communities and the general public to make them supporters, thus enabling improvements, but also furnishing the future generation of users/clients while ensuring confidence that taxpayer's money is well invested.

2.1.3 Identification of target audiences (to whom)

A vital key to the successful implementation of MOSES's communication and dissemination intentions is a thorough understanding of the key target audiences that the project needs to reach out and engage with, as well as their special characteristics, behaviours, needs, motivations, and frustrations.

MOSES plan sets out specific target stakeholders and groups (e.g., maritime and shipping companies, shipyards, Port Authorities and transport operators, System and Automation Designers, technology providers and SMEs, academic and scientific actors (universities, research institutes and laboratories), freight transport and logistics

actors, European and international organizations and networks etc.) covering the full range of potential users in the maritime and port infrastructure industry.

An initial mapping of MOSES stakeholders' community has been developed early in advance (since the proposal phase), including the following stakeholders:

- Ship owners and operators, including tugboat operators.
- SSS policy makers at national and EU level.
- Port authorities, container terminal operators.
- Stakeholders within the port logistics supply chain (especially SSS).
- R&D community, universities, research centres, undergraduate/postgraduate students.
- Wider public.

In addition, within Task 2.1, '*MOSES Use cases and scenarios*', and more specifically within Deliverable 2.1: '*MOSES stakeholder and end-users needs*', a wide list of target audiences has been identified based on the potential interrelationships of the stakeholder groups and their individual points of interest for the MOSES project. According to the degree stakeholders are affected by the MOSES project, two types of stakeholders have been identified:

- *Primary stakeholders:* stand to be directly affected by the project, decisions, or actions of the project.
- *Secondary stakeholders:* are indirectly affected by the project or decisions or actions of the project.

The following table 3 presents the aforementioned list of the MOSES stakeholders' community:

Table 3 MOSES Initial Stakeholders' Community

Primary Stakeholders	Secondary Stakeholders
Container Terminal Operators	Shipyards
Tugboats operators	Electric Propulsion Systems Manufacturers
Tugboats owners	Small Port Adjacent economy
Ship owners	Classification societies
Ship operators	Marine/Port equipment supplier
Logistics Providers	Academia and R&D
Information Technology System Providers	Regulatory and Standardisation Bodies
Port Authorities	Coast Guards

The initial list of target audiences has been furtherly analysed in D2.2: '*MOSES use cases and scenarios*', including a micro level categorization of the already identified audience categories, ensuring its higher representation. The following table 4 presents a more detailed analysis of the stakeholders' community:

Table 4 Enhanced MOSES Stakeholders' Community

	Stakeholders Community
Primary stakeholder groups	Port Authorities
	(Container) Terminal Operators
	Ship Owners -Ship Operators Tugboat Owners-Tugboat Operators Maritime Shipping Companies/Shippers
	Transport Operators/ Logistic Companies/ Freight forwarders/Liner agents/Brokers
	Information (ICT) and Communication Technology Systems Providers
	Academia/ Universities & Research Centres
Secondary stakeholder groups	Shipyards
	Electric propulsion systems' manufactures
	Small port adjacent economy / port city society
	Classification Societies and Maritime Administrations
	Marine/Port equipment suppliers
	Regulatory and Standardisation Bodies
	Coast guards

A third step breakdown has been made in reference to the above categorization, including an extensive **MOSES stakeholders' directory** based on the relevant contacts of the MOSES consortium members, including some additional stakeholder groups. This MOSES stakeholders' directory has been created with a view to get additional feedback for specific components of MOSES project from a corresponding group of stakeholders, to invite a specific group in related activities, such as in a thematic workshop that MOSES may organise in the future and to establish a community of supporters for MOSES innovations. Thus, MOSES consortium partners have been requested to provide their feedback, via using their secure networks and direct contacts, on building the preliminary MOSES stakeholders' Directory, taking also into account the General Data Protection Regulation (GDPR) [5,6] and the processes as they are described in *D.1.4: Data Management Plan V1*. The Directory is included in Annex 1 of the present document and an indicative representation can be seen in table 5 below.

Table 5 MOSES Stakeholders' Directory

Main target audiences	Stakeholders' directory
Port Authorities	Port di Livorno Port Authority of Valencia Piraeus Port Authority Port of Antwerp Port of Santander

Main target audiences	Stakeholders' directory
	ADSP MAO APDL Leixoes Aveiro Port Bar Port Barcelona Port Bulgarian Ports Civitavecchia Port Gijon Port IMDO Irish Ports Malta Freeport Corporation Ltd Taranto Port Ystad Port Port of Vigo Port of Balears Port of Kristiansand Port of Magdeburg Port Authority of Mykonos Associated Danish Ports A/S Belfast Harbour Copenhagen Malmo Port Faaborg Havn Hamburg Port Authority
	Kos Port Authority
Container Terminal Operators	STEVECO-Port of Haminakotka DP World APM

2.1.4 Identification of the communication content (what)

The objective of the Communication strategy is to ensure that the project developments, outcomes, and benefits are communicated in an efficient and effective way to all identified target audiences according to their unique interests and needs.

Regarding the outcomes of the project, MOSES project will promote SSS by introducing five (5) end-to-end innovations, which are the following:

- The *MOSES Innovative Feeder Vessel*, that aims to offer a green and cost-effective alternative to other transportation modes (road/rail).
- The *MOSES Robotic container-handling system for feeder vessel*, aiming to be designed as fully self-supporting system that will be capable of safely loading and unloading containers on and from the quay side by side and will be fitted on the MOSES innovative feeder vessel.

- The *MOSES Recharging Station*, aiming to operate as an automated shore side station fully integrated in the port energy management system and to be used for powering the MOSES innovative feeder and tugboats while berthed.
- The *MOSES Autodock,* a mega-system that will provide operational independency from the availability of port services. This scheme will be based on the cooperation of (i) a coordinated swarm of autonomous tugboats, *MOSES Autonomous swarm* with (ii) an automated docking system (*AutoMoor*) based on an existing product. MOSES autonomous swarm will collaborate with the automated docking infrastructure (*AutoMoor*) in order to automate and make more accurate the process of manoeuvring, docking and mooring a large containership in a DSS port, towards increasing the operational efficiency.
- The *MOSES matchmaking platform*, namely a digital collaboration and matchmaking platform, that aims to maximise and balance backhaul traffic and at the same time sustain SSS services in the container supply chain by matching demand and supply of cargo volumes by logistics stakeholders using Machine Learning (ML) and data driven-based analytics.

The list and short description of the MOSES innovations have been developed since the early stages of the project, starting from the Description of Action as part of the overall concept of MOSES project. The MOSES innovations constitute the core element for all communication and dissemination material such as brochure, banners, website and presentations. The way of communicating the MOSES innovations' outcomes and results will evolve during the course of the project and will be based on their development and progress. Along with the design, development, test and validation of project outputs, the consortium will collect information about the expected impact of the innovations. In particular, the ultimate goal will be to communicate tangible benefits to the MOSES stakeholders' community. The project has defined a roadmap for its communication activities, by distinguishing three phases according to the process of developments and the availability of tangible outcomes from its research activities. The roadmap for communication is described in section 2.2 further below.

2.1.5 Engagement plan (how)

MOSES will follow a structured approach to precisely identify the most relevant stakeholders and target groups at each stage of the communication strategy, their motivations for pursuing project results, and identifying the corresponding favoured communication approaches. More specifically, MOSES communication strategy is three-fold targeting different audiences:

- *For industrial stakeholders* the strategy aims at creating technical and business interest in the opportunities created by the project's results.
- *For the scientific and standardisation communities* the strategy aims at highlighting MOSES validated results beyond the state of the art, incl. results with potential for contribution to standards.

- *For the wider public* the strategy aims at raising awareness on research yielding interesting results which could not have been achieved without EC funding.

The engagement plan will be supported by the identified key messages per target audience as well as the communication channels as both described in the following sub-chapters.

2.1.5.1 Key messages per audience

Key messages are the main points of information that MOSES wants its interested audiences to hear, understand, and remember. They are bite-sized summations that articulate what MOSES does, why it does it, and what value brings to stakeholders. Their purpose is not to indicate and describe a profit of MOSES for all stakeholders (as some of them will be directly and some other indirectly affected, once the innovations are implemented), but somehow to describe a potential value for each stakeholder group.

Within the first months of the project and in the context of *MOSES high impact communication strategy and activities (T.8.1)*, ***"Paving the way for the future of SSS"*** has been selected among the MOSES consortium as the project's general key message (project's tagline), as a mean to indicate MOSES' goal for spreading the word about sustainable Short Sea Shipping through automated vessels and supply chain optimization.

For identifying MOSES key messages per target audience, a number of parameters have been taken into consideration, as follow:

- Raising awareness of the potential benefits of MOSES proposed technological innovations.
- Engaging with target audiences to collect feedback for further development.
- Dissemination of project results.
- Engaging with relevant R&D projects, associations/networks, standardisation bodies and organisations to ensure knowledge exchange, interoperability and wide market penetration.
- Engaging new and final users to contribute with their input and feedback throughout the implementation of the project.
- Demonstrating how MOSES innovations are relevant for the daily life of European citizens in the port area.

Key messages have been tailored for each target audience to reflect efficiently what the project intends to communicate per audience. By tailoring the messages, MOSES team will ensure a significant impact of the diffused information and will engage the audience according to their interests and needs. The following table 6 presents the list of key messages adapted to each one of the identified target groups.

Table 6 MOSES key messages per stakeholder group

Stakeholder Group	Key Messages
Primary Stakeholders	
Port Authorities	MOSES aims to reduce the need for advanced port infrastructure in SSS ports and to support the management of logistics for SSS ports, enhancing their competitiveness. MOSES innovations contribute to improve safety in port operations. MOSES aims to offer a more energy efficient transportation mode to SSS ports, as an alternative to land-based modes, that will reduce the SSS supply chain environmental footprint.
Container Terminal Operators	MOSES aims to contribute to efficiency of manoeuvring and berthing operations for large containerships and consequently increase the profitability of the terminal. MOSES docking innovation limits the movement of vessel when berthed, facilitating load/unload operations.
Ship owners	MOSES aims to increase the demand for freight transportation by sea, thus, creating new business opportunities for ship owners.
Ship operators	MOSES aims to provide highly automated, energy efficient container feeder designs, allowing for greater flexibility in creating new and maintaining existing container feeder service routes. MOSES innovations aim to improve ship-port interface mostly in terms of just-in time cargo delivery and safety.
Tugboats owners	MOSES aims to create new business opportunities related to the operation of autonomous tugboat swarms, while providing the opportunity for more flexible, accurate and cost-effective operations.
Tugboats operators	MOSES aims to offer the opportunity for safe and efficient tug services in DSS ports, that exploit the benefits of high levels of automation and autonomy.
Maritime Shipping Companies/Shippers	MOSES aims to develop a key tool (MOSES Matchmaking Platform), as it targets to maximize demand and at the same time to balance backhaul traffic.
Transport Operators/ Logistic Companies/ Freight forwarders/Liner agents/Brokers	MOSES aims to enhance the hub and spoke container traffic by increasing the efficiency of delivery times and means of shipments, also resulting into cost reduction (cost-effective transportation modes). MOSES Matchmaking Platform aims to benefit also the entire supply chain by consolidating and matching of cargo flows between booking/trading companies and shippers/ freight forwarders, communicating freight cost with shippers, arranging/ tracking container movements, making

Stakeholder Group	Key Messages
	port arrangements on behalf of the liner and efficiently handling the required paperwork.
Information (ICT) and Communication Technology Systems Providers	MOSES aims to develop a logistic collaboration platform, as well as the required s/w tools and h/w modules, to provide new business opportunities for companies that delve in software and hardware.
Academia/ Universities & Research Centres	MOSES aims to provide the research community with an innovative knowledge in the area of SSS and to advance the current state-of-the-art by conducting multidisciplinary research. MOSES innovations aim to set the ground for promoting the research activities in the maritime supply chain domain and to empower the proliferation of knowledge towards achieving a cleaner, safer, automated, and smarter ships that contribute to the sustainability of the specific segment of the maritime industry.
SSS policy makers at national and EU level	MOSES aims to reinforce the position of SSS by proving policy recommendations (guidelines).
Secondary Stakeholders	
Shipyards	MOSES aims to boost the creation of new market opportunities driven by the innovative new ship designs and also to increase the demand for retrofitting the existing container feeder fleets.
Electric Propulsion Systems Manufacturers	MOSES aims to contribute to the development of new integrated designs of electric propulsion systems. The newly developed, innovative technologies are expected to benefit manufacturers.
Small Port Adjacent economy / port city society	MOSES' innovative feeder vessel and the robotic handling system aims to support small ports that lack container-handling infrastructure. In this way, MOSES may contribute to the economic growth of local economies near small ports and enhance the quality of service to local areas.
Classification Societies and Maritime Administrations	MOSES aims to offer substantial expertise and experience to design, operational and maintenance aspects of highly automated vessels (i.e., autonomous tugboats and innovative feeder), in future set standards and regulations.
Marine/Port equipment suppliers	MOSES aims to support the potential required upgrades on port infrastructure, that could indicatively stem from the autonomous tugboat swarm (e.g., upgrades on communications and wireless network infrastructure) and the automated docking scheme (e.g., the installation of new equipment).
Regulatory and Standardisation Bodies	MOSES, aims to offer a new insight on automated vessels, revealing unexplored areas that may need to be accounted for in future set standards and regulations.

Stakeholder Group	Key Messages
Associations/National-European agencies	
Coast Guards	MOSES aims to assist Coast Guards in performing their duties in an environment with highly automated vessels.
General public	MOSES aims to improve the overall quality of life in port adjacent areas, through the reduction of air pollution in port areas (both from ship operation and from decongesting truck traffic), as well as other aspects such as noise.
Media/Digital Channels*	MOSES aims to communicate its outcomes to a wider European audience.

*The role of media, in general, is to spread news around a variety of topics. MOSES is going to create content and news around the SSS topic and help media to fulfil their role and 'support their existence'. Also, media are serving as a communication pipeline between all stakeholders involved.

2.1.5.2 Communication Channels

A variety of channels will be actively used, to effectively flow MOSES information, create awareness and reach out to the targeted audiences, by taking into consideration the specific characteristics and needs of each targeted group. The following indicative list of proposed communication channels shows the already defined means of transmitting the information produced within MOSES project. This list is subject to further updates during the project lifetime and based on its emerging needs:

- Project website (backbone of all communication activities).
- Print Media (press, magazines, etc.).
- Online media (e-newsletters, online newspapers, magazines etc.).
- Printed material (factsheet, posters, leaflets/brochures, roll-ups).
- Press releases.
- Social media accounts (Twitter, LinkedIn, YouTube) - They have been developed and maintained in line with EC guidelines [3].
- Partners' communications channels and networks.
- Official project video.
- Physical meetings.
- Conferences, exhibitions, thematic workshops, focus groups, demonstrations, and other events.
- MOSES final event (as an International Conference).
- Communication Campaign.

A detailed presentation of MOSES communication kit (leaflet, poster, roll-up) and of all the above channels and means will be developed within Deliverable 8.2 '*MOSES Communication kit*', due on M18.

Last but not least, any dissemination of results (in any form, including electronic) must display the EU emblem[3] and must include the following acknowledgement text, according to the Articles 29 & 38 of MOSES Grant Agreement:

"MOSES project has received funding from the European Union's Horizon 2020 research & innovation programme under grant agreement No. 861678. Content reflects only the authors' view and the Agency is not responsible for any use that may be made of the information it contains".

2.1.5.3 MOSES visual identity

The MOSES brand identity consists of a manual/guide that provides a thorough description of its visual and verbal elements. This set of guidelines reflects MOSES's commitment to quality, consistence and style. The MOSES logo guidelines must be followed throughout the project runtime, to achieve the desirable uniformity and integrity of its identity and to the awareness and recognition for its brand.

The aforementioned guidelines serve also as a useful toolkit for the production of branded items for MOSES, as well as for the design of its dissemination and communication material.

A consistent and coherent visual identity has been developed for MOSES (as part of the *D8.2 'MOSES Communication Kit'*), including a logo along with its variations, a template for project deliverables, a template for project PowerPoint presentations, a factsheet, a leaflet, a poster and a roll-up banner. A project press release has also been created during the first project stages. Additional communication material (e.g., video, e-newsletters, general news and specialised articles) will also be created at a later stage of the project to include some more detailed technical information. A meticulous description on MOSES visual identity will be provided with within Deliverable 8.2 '*MOSES Communication kit*', due on M18.

2.2 Communication roadmap, timeline and action plan

As it has been already reported in section *2.1.1 MOSES approach to communication*, the communication roadmap has been built following a three-phases approach based on the process of developments and the availability of tangible results from its research activities. According to communication roadmap, as it is presented below in table 7, each phase includes selected dissemination activities and channels, which will foster the communication of the respective messages and information as well as the transmission of the available project results to the target audiences.

[3] EU emblem is available at: https://europa.eu/european-union/about-eu/symbols/flag_en (last accessed 10/02/2021)

Table 7 MOSES communication roadmap and timeline

Project Phase	Activities	Channels
Phase 1 – "Initial awareness" (M1-M12)	○ Agree upon the MOSES communication strategy and future communication and dissemination activities. ○ Create initial awareness in markets related to the project's scope and objectives	○ Website ○ Social media ○ Press ○ Meetings, workshops and other events ○ E-newsletters ○ Printed material ○ Communication campaign
Phase 2 – "Targeted awareness market phase" (M13-M30)	○ Create more "*targeted awareness*" regarding MOSES technologies with targeted stakeholder groups. ○ Inform the target audience and market about the technological breakthroughs and business benefits (including early results from use cases' impact assessment)	○ Website ○ Social media ○ Press ○ Meetings, workshops and other events ○ E-newsletters ○ Printed material ○ Project video ○ Journal papers ○ Conferences presentations
Phase 3 – "Strategic phase" (M31-M36)	○ Maximize target market and industry awareness regarding the MOSES platform and its exploitable products. ○ Support project sustainability and effective exploitation and market replication	○ Website ○ Social media ○ Press ○ Meetings, workshops and other events ○ E-newsletters ○ Printed material ○ Project video ○ Journal papers ○ Conferences presentations ○ Final event and demonstrations

2.3 Communication & Dissemination procedures

As part of the activities to be implemented within Task 8.1, to guarantee, verify and produce high quality publications, presentations and other communication and dissemination material, as well as to avoid overlaps and possible disclosure of restricted and/or confidential information and to monitor and record, effectively and efficiently, the project's dissemination activities, the communication and dissemination procedures have been established.

MOSES communication and dissemination procedures include guidelines and set out the main steps to be followed by partners for the publication or presentation of the work done within the framework of the MOSES project. The full description of the communication/dissemination procedures for MOSES is available through an online excel spreadsheet, which has been circulated and made available among the MOSES consortium since the early stages of the project (right after MOSES kick-off meeting). There have been also made available in the Annex 2 of the present document.

3. MOSES Scientific approach

3.1 Publications

MOSES will draft scientific publications and other contributions for the technical literature and dedicated high impact journals, in order to share the project's progress and outcomes with scientific community. The ultimate goal of scientific publications within MOSES, is to enrich science by publishing original empirical and theoretical work developed within the project. The term scientific publication within MOSES is simple referring to one of the following types of publications:

- *Conference papers*, which are usually reviewed during a specific period and authors receive their acceptance or rejection notifications at the same time. Conference papers are usually short and concise with a limitation on the number of pages allowed.
- *Journal papers*, where the time required for publication is very flexible. The revision process required for a journal paper undergoes a very meticulous and thorough peer-review process, which is far more detailed than conference revisions, and may take a substantial period of time.

Journals as well as conference proceedings are considered as key channels for MOSES scientific dissemination. MOSES will mainly include open access journals ("gold") and self-archiving ("green") to non-open access journals in order to comply with the Horizon 2020 Guidelines on Open Access[4]. MOSES communication team has already created an indicative list (calendar) of relevant scientific journals, to facilitate partners towards the submission of scientific papers, which can be found within Annex 3 of the current document.

MOSES will consider a complementary set of parameters prior to any publication, in order to improve the outreach and the visibility of the project and to maintain the highest standard for scientific publications. These parameters include: the access modality (target mainly open access publishing houses), article processing charges and conference fees (to be covered accordingly by each participating partner), indexing and conference rank, research integrity (for content verification and plagiarism avoidance), management of IPR (according to the MOSES CA).

Moreover, the consortium will put effort on utilizing a very promising platform created and supported by EC, the Open Research Europe[5]. This platform will assist the MOSES partners to overcome difficulties that arise from obstacles towards open access of project's results that occur from publishers' policy (e.g., embargo period). Open

[4] Guidelines to the Rules on Open Access to Scientific Publications and Open Access to Research Data in Horizon 2020", Version 3.2, 21 March 2017, available here: http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/hi/oa_pilot/h2020-hi-oa-pilot-guide_en.pdf

[5] https://open-research-europe.ec.europa.eu/

Research Europe is an open access publishing platform for the publication of research stemming from Horizon 2020 funding across all subject areas. The platform will be launched formally in March 2021 and will make it easy for MOSES to comply with the open access terms of their funding and will offer to researchers a publishing venue in order to share their results and insights rapidly.

3.2 Participation in Events and Conferences

One of the project's significant dissemination activity will be the consortium participation (physical or virtual) in external conferences, workshops and other third-party events via presentations. Additionally, project's presence in trade fairs and exhibitions is foreseen. The main aim of this practice is to raise awareness about the project, inform about its offered solution and disseminate its produced results within the scientific and technology community, businesses, end users, public authorities, policy makers, etc. From the beginning of the project a calendar of upcoming events and conferences that are considered as valuable opportunities for the project have been created and is regularly updated mainly by WP8 team and by the consortium partners. MOSES partners are regularly informed through monthly emails about upcoming key opportunities so they will be able to benefit from them. The calendar can be found in Annex 4 of the current document.

4. MOSES Clustering & Networking Activities

MOSES will perform throughout the project duration international networking activities to exploit potential synergies with pertinent EU projects, organisations and networks.

4.1 Clustering activities with other EU projects

MOSES consortium will coordinate with other relevant actors and build on top of existing national and European projects and initiatives. Possible collaboration in joint workshops or other activities and events (e.g., webinars, exhibition stands) will be sought wherever possible. MOSES will invite members of projects as speakers in webinars, workshops and other events and activities organised by the project in order to discuss and provide their valuable insights in short sea shipping and in maritime transport area in general. Moreover, the project will seek to participate in related projects' events with the aim to present the project's approach, key assets and outcomes and to have an exchange of views in common research fields.

4.1.1 Indicative list of related projects

The establishment of possible collaborations in joint workshops, webinars and other events and activities will be sought within -but not limited to- the related projects that are indicatively listed and described below in table 8. The first three identified projects (AEGIS, NOVIMOVE, IW-NET) are funded under the same topic with MOSES, namely the MG-2-6-2019[6] - Moving freight by Water: Sustainable Infrastructure and Innovative Vessels. The scope of this topic was towards sustainable infrastructure and innovative vessels, towards giving particular focus either on area a) inland waterways or on area b) maritime transport. Additionally, effort is also focused on creating synergies with other EU funded projects (AUTOSHIP), which are funded under complementary to MOSES topics, namely the topic MG-3-2-2018[7] - The Autonomous Ship.

Table 8 Clustering projects

Project name	Description
AEGIS - Advanced Efficient and Green Intermodal Systems	AEGIS aims to design Europe's next generation sustainable and highly competitive waterborne logistics system consisting of more autonomous ships and automated cargo handling. The key elements of the AEGIS system include standardized cargo units and digital connectivity. More specifically, AEGIS's goal is to design a more flexible, connected and user centric waterborne logistics system and at the same time to improve the societal and environmental impact of EU transports.

[6] https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/topic-details/mg-2-6-2019
[7] https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/topic-details/mg-3-2-2018

Project name	Description
	For more info: https://aegis.autonomous-ship.org
NOVIMOVE - Novel inland waterway transport concepts for moving freight effectively	The ability of ports to ensure efficient cargo transfers is central to their overall function and an important factor that influences port terminal attractiveness. The EU-funded NOVIMOVE project will conduct research on how to improve the logistics of this transport system. With a consortium consisting of logistics operators, ports, system developers and research organisations in the Netherlands, Belgium, Germany, Switzerland, Sweden and Norway, the project will reduce waiting times at seaports by improving river voyage planning and execution and facilitating smooth passages through bridges and locks. For more info: https://novimove.eu/
IW-NET - Innovation-driven Collaborative European Inland Waterways Transport Network	Exploiting inland waterway transportation (IWT) is an essential ingredient to reach the European Commissions' targets for reducing greenhouse gas emissions from transportation in the upcoming decades. Especially in dense urban areas, today's road and rail networks, which also accommodate passenger transport, have already reached their capacity limits. In this regard, IWT not only represents an environmentally friendly but an economically advantageous alternative. The vision of the EU-funded IW-NET project is to create an 'Innovation-driven Collaborative European Inland Waterways Transport Network' by following a holistic approach that not only covers digitalisation and multimodal integration in IWT but provides organisational and technological solutions for improved infrastructure management as well as for the next generation of green and innovative vessels. For more info: https://www.inlandwaterwaytransport.eu/iw-net-project/
AUTOSHIP - Autonomous Ship Initiative for European Waters	AUTOSHIP aims at speeding-up the transition towards a next generation of autonomous ships in EU. The project will build and operate two different autonomous vessels, demonstrating their operative capabilities in Short Sea Shipping and Inland Water Ways scenarios, with a focus on goods mobility. The goal of AUTOSHIP project is to help ship operators and owners to improve the economy of scale of their investments, to effectively gain competitiveness and renew their fleets, making them more competitive to replace road transport. For more info: https://www.autoship-project.eu

4.1.1 Joint Communication and Dissemination Activities with sister Projects

The establishment of clustering activities between MOSES sister projects is imperative for the successful outreach of their results and outcomes and thus is guided by the following objectives:

- Engagement in collaborative work in order to maximize the impact of the communication and dissemination of results amongst the relevant stakeholders.
- Exchange of technical information between the projects leading to a stronger, more accurate and aligned vision of this clustering network.
- Contribution to the dissemination of top-level, high-quality EU funding programmes and support European Research and Innovation Actions.
- Fulfilment of the European Commission's expectation of an integrated collaborative approach between H2020 projects.

4.1.2 MOSES Clustering strategy

Following the expectations of the European Commission, to reach the expected foreseen impacts, namely "*: Decongest road and/or city infrastructure…reduce the CO_2 and air pollutant emissions…enhance the performance of the CEF TEN-T network…(...) modernise, increase the reliability and competitiveness of Intra European Waterborne transport…demonstrate that the deployment of solutions can increase the quantity of freight moved by Inland Waterways or Short Sea Shipping by at least 10% by 2030 compared to 2010 baseline data*" [7] all the aforementioned projects will be engaged in collaborative work.

Internal Meetings

The sister projects have realized the challenging, demanding and up-to-date actions required for the formation of a successful cluster, and therefore a regular conference call is deemed necessary for aligning and fine-tuning the strategy, for assessing the deployment of the communication & dissemination strategy and the effective stakeholders' engagement, for organizing forthcoming activities and for making decisions. Meetings will be organised via conference calls, but whenever it is possible the projects will meet face-to-face, for instance, taking advantage of events in which representatives from each project are present.

Social Media & Cross Promotion

The cluster of the sister projects foresees to start deploying an integrated Social Media action, allowing for cross-promotion. The following actions are envisaged to be implemented:

- The use of common hashtags in social media. A common hashtag for clustering activities is #ShortSeaShipping and/or #Automatedvessels and/or #waterbornetransport.
- The projects will mention and tag each other in relevant posts, and they will also share each others' posts.
- Projects can also create an area on their websites, with a name relevant to the three projects' network, where a short description, logo and link to the other projects will be provided.

Events & Conferences/Sharing of Information & Results

One of the most effective strategies to directly reach the target audiences and to endow the three projects with higher visibility/impact, is to engage them directly either through presentations, booths and visits to international conferences or by the organization of project related events. Therefore, the sister projects' network will regularly exchange their willingness and views to participate in events of common interest. This kind of events will be not limited only to European and international events and conferences but also to foreseen dates of internal meetings of each project and/or foreseen workshops.

It is also envisioned that the projects may have common booths when jointly attend the same events, to maximise their visibility and the communication budget. This will allow the projects' cluster to be presented as a network towards strengthening their cross-fertilization activities. In this context, joint activities will be also organized, such as special sessions in relevant congresses.

The collaboration bridge has been already built between three projects, namely MOSES, AEGIS and AUTOSHIP, through the organisation of the first joint activity. This activity is described by the conduction of a 2-hour digital workshop, which was organized and hosted by SINTEF Ocean, coordinator of the AEGIS project, under the topic innovative vessels, autonomy, and automation: *Enabling environmentally friendly and competitive short sea transport*. The joint workshop took place on 28th of January 2021, by seeking answers to two main questions:

-How will automation and autonomy contribute to efficient and sustainable short sea cargo transport in Europe?

-What are the challenges and what are the solutions that these three projects propose?

More information about the workshop can be found here: https://moses-h2020.eu/stakeholder-workshop/

4.2 MOSES Networking activities with EU and international organisations

MOSES partners will seek every opportunity to discuss MOSES developments within related organisations, associations and networks where they already participate, and technical advances are presented in respective technical meetings and fora. Networking with relevant associations, organisations and European R&D initiatives is very important since this will ensure knowledge interchange between key actors and the adoption of proposed solutions.

MOSES will start disseminating its assets, share knowledge and experience and mutually liaising with the following -but not limited to- key actors, based on its teams' regular and frequent collaboration with them (all the below actors are part of the initial MOSES stakeholders' Directory, included in Annex 1):

- ALICE European Technology platform, where NTUA/ECE personnel is a member of both its steering committee as well as executive group and is co-leading Working Group 3 Systems & Technologies for Interconnected Logistics, whereas VPF is also in the executive group and steering committee and is leading Working Group 2 Corridors, Hubs and Synchro modality).

- PIANC (World Association for Waterborne Transport Infrastructure), where TRELL is a member.

- ERTICO (Intelligent Transport Systems Europe), where NTUA/ECE Research Director is the current Chairman.

- IAPH (International Association of Ports and Harbours), where the Project Coordinator (NTUA) has served as an adjunct member from 2012 until 2015.

- ETA (European Tug owners Association), where members of SAT (i.e., Hellenic Greek Tug owners Association) participate.

- HSSA (Hellenic Shortsea Shipowners Association), with whom NTUA/NAVAL has frequent contacts from previous collaborations.

- EMSA (European Maritime Safety Agency), with whom NTUA/NAVAL has frequent contacts from previous collaborations.

- Waterborne Technology Platform, where NTUA/NAVAL participates as member, with Associate Professor Nikolaos P. Ventikos as acting representative.

- HELMEPA (Hellenic Marine Environment Protection Association), with which NTUA/NAVAL has a longstanding collaboration.

The aforementioned list will be extended during the project course based on the needs that will arise from the project developments and outcomes. Some of the above-mentioned actors will also be invited to participate in MOSES Advisory Board, which is currently under formulation.

Updates for the upcoming cross fertilisation activities and collaboration with these actors will be documented within Deliverable 8.3 (due on M18) as part of Intermediate report on Communication, Dissemination and scientific activities.

5. MOSES Communication & Dissemination Activities

5.1 Conducted activities

The activities that have been performed during the first eight months (M1-M8) of MOSES implementation are listed in table 9 below:

Table 9 MOSES performed communication activities M1-M8

Conferences
O **4th International Conference on Maritime Safety and Smart Shipping (MSSS 2020)**, presentation title: '*Life cycle risk dynamics for marine systems: A description of a bio-inspired framework for risk fluctuations throughout the life cycle*', virtual, 06/10/2020, **NTUA,** available at: https://moses-h2020.eu/4th-international-conference-on-maritime-safety-and-smart-shipping/ *
O **2nd International Ship Autonomy and Sustainability Summit**, presentation title: '*Automated Vessels and supply chain optimisation for Sustainable Short Sea Shipping*', virtual, 30/11/2020, **NTUA,** available at: https://moses-h2020.eu/2nd-international-autonomy-sustainability-summit-2020/ *
Workshops
O **Webinar on environmentally neutral marinas and ports**, theme: '*Pathways to port decarbonization: Technologies and state-of-the art*', virtual, 08/12/2020, **DNVGL,** available at: https://moses-h2020.eu/webinar-on-environmentally-neutral-marinas-and-ports/ *
Project Events
O **MOSES kick-off meeting**, virtual, 14-15/07/2020, all partners, available at: https://moses-h2020.eu/moses-kick-off-meeting/ *
O **MOSES Piraeus Focus Group/Workshop**, '*User Needs and Requirements*', 08/10/2020, virtual, **All partners**, available at: https://moses-h2020.eu/piraeus-focus-group-workshop-material-access/ *
O **MOSES Valencia Focus Group/Workshop**, '*User Needs and Requirements*', 14/10/2020, virtual, **All partners**, available at: https://moses-h2020.eu/valencia-virtual-focus-group-workshop/ *
Joint activities with other EU projects
O **Joint Stakeholders Workshop (AUTOSHIP-AEGIS-MOSES),** '*Moving Freight by Water: Sustainable infrastructure and innovative vessels*',28/01/2021, virtual, **NTUA**, available at: https://moses-h2020.eu/stakeholder-workshop/*
Press/Media (all clippings are available at: https://moses-h2020.eu/material-hub/ * in Media Centre tab
O Kick-off Press Release, **VPF, SEAB, CIRCLE, TUCO, NTUA, MARIN**
O Greek Kick-off Press Release, **MHM**
O MOSES on Kathimerini (National Greek Newspaper) (printed version), 27/07/2020, **NTUA**

**All weblinks have been last accessed at 10/02/2021.*

5.2 Planned activities

An indicative list of suggested scientific journals and an indicative list of suggested upcoming events are available in Annexes 3 and 4 respectively.

A complete list of partners' activities including further info on the scope and the outcomes of their participation will be part of Deliverable 8.3 '*MOSES Intermediate report on Communication, Dissemination and scientific activities*' and also of Deliverable 8.4 '*MOSES Final report on Communication, Dissemination and scientific activities*'.

6. Evaluation & monitoring of activities

6.1 Key Performance Indicators (KPIs)

Measurable targets for dissemination activities have been set, since the proposal phase, in order to ensure that the desired impact is achieved. Table 10 describes the planned MOSES Communication activities to be performed in the different project phases and the associated KPIs expected from the corresponding activities.

Table 10 List of Dissemination and Communication KPIs

Dissemination activities KPIs		
Activity	**Description**	**Expected result**
Creation of a recognisable brand identity	Brand development: to ensure the impact of MOSES a coherent professional and widely recognisable visual identity will be developed to showcase the project idea and concept in a clear and attractive way. The core element of the brand will be the MOSES logo. A brand story and identity will be produced that will underpin all creative communications. A memorable tagline will be developed to accompany the logo in order to contribute to brand association.	
KPI	*1 project logo, brand guidelines, MOSES templates, illustrations, and graphics.*	*Delivery of 1 project logo, brand guidelines book, MOSES templates, illustrations and graphics*
Dedicated website	Launch, maintenance of MOSES website. The basic objective is to create an easily accessible public platform for dissemination of public results (deliverables, open access publications, presentations, newsletters). Interactivity and steadily growing content will attract attention.	
KPI	*1 public website;*	*More than 500 unique visitors by M36*
Social media channels	Activities will focus in the use of social media for reaching related business communities but also the general public frequently and cost-efficiently, and to strengthen the MOSES Stakeholders' Community. Key messages and achievements will be also communicated through the already active social media sites of the partners and the H2020 related social media accounts.	
KPI	*Active LinkedIn and Twitter accounts posting*	*At least 300 members per*

Dissemination activities KPIs		
Activity	**Description**	**Expected result**
	news in a regular (weekly) base. Number of members per account the 1st year and in M36. Number of announcements per partner in individual social media accounts; Number of announcements in H2020 social media sites.	*account the 1st year; at least 800 members by the end of the project. At least 4 announcements per partner in individual social media accounts; at least 6 announcements in H2020 social media sites.*
Participation in Conferences and events	MOSES will be presented, and developed technologies will be demonstrated in relevant conferences and other events. Partners' effort will also focus on the organisation of special sessions and other project events in the framework of in well-known ITS and logistics events. Developed solutions will be demonstrated at related exhibitions and fairs.	
KPI	*Number of participations and presentations in total; Number of special sessions; Number of stands and/or demonstrations;*	*At least 10/year and 60 presentations in total; 3 special sessions; 2 stands and/or demonstrations;*
Peer-reviewed publications	An effort to publish peer-reviewed scientific papers in highly rated scientific journals and conferences will be made. This task will be performed by the research partners; publications will cover all innovations; effort will be made to secure Open Access (OA) to all interested persons, mainly through the project website but also through respective OA repositories as OpenAIRE.	
KPI	*Number of project papers in conference proceedings; Number of publications in re-known scientific journals;*	*At least 25 project papers in conference; 8 publications in re-known scientific journals;*
Mass Media & Press	The power of Mass Media nowadays is significant; the consortium intends to exploit any available opportunity to reach the wider public. Every effort will be made towards the publication of interesting news and achievements to the Mass Media such as TV, newspapers, online news portals etc. Partners will use every available local, national and European press contact they have to communicate their work and achievements within MOSES by issuing individual press	

Dissemination activities KPIs		
Activity	**Description**	**Expected result**
	releases.	
KPI	*Number of media articles in popular and/or specialised media; Number of interviews in Radio and/or TV;*	*30 media articles in popular and/or specialised media; At least 1 interview in Radio and/or TV;*
Use of EU dissemination networks & tools	MOSES consortium will seek every opportunity, always in close collaboration with the EC R&D personnel, to diffuse the project vision and results through various means offered by the EU i.e., Horizon Magazine, research*EU results magazine, Euro News TV etc. Partners will investigate possibilities to participate at EU conferences and public events, TRA, Open Door Days etc.	
KPI	*Number of publications in EC communication tools; Number of Participations in EU events;*	*At least 4 publications in EC communication tools; Participation in EU events;*
MOSES Networking/ Engagement activities	Establishment of MOSES Stakeholders' Community. Create links with its members through LLs demonstrations and dedicated training sessions to present project solutions and collect feedback. Networking with R&D projects ensuring knowledge transfer and related organisations/ associations, fora, technical committees to promote MOSES advances and collect feedback.	

Dissemination activities KPIs		
Activity	**Description**	**Expected result**
KPI	*Number of engaged members of the Stakeholders' Community; Number of stakeholders contacted during the project; Number of established links with R&D projects and associations, fora, technical committees.*	*At least 30 members of the Stakeholders Community; at least 100 stakeholders contacted during the project; establish links with 10 R&D projects and 10 associations, fora, technical committees.*
Communication activities KPIs		
Communication kit	A MOSES brochure, posters and roll-ups will be produced based on the MOSES brand. This material will be distributed at congresses, workshops, exhibitions, fairs and other events. e-newsletter issues will be issued every six months (from M12) and around major milestones –if necessary. A video will be created to visualise basic results.	
KPI	*2 brochures, 3 posters, 5 Roll-up banners, 1 final video, 4 e-Newsletter issues.*	*Delivery of 2 brochures, 3 posters, 5 Roll-up banners, 1 final video, 4 e-Newsletter issues.*
Project Events	To achieve wide communication of activities and benefits to end-users and local population 1 demonstration/training event will be held in each MOSES demo site. A final event will be held at M30 to disseminate final outcomes and demonstrate developed technologies. Clustering sessions with other projects will be organised in consortium meetings.	
KPI	*Number of demonstration/training events in each demo site; intl. conference; Clusters sessions at a yearly base.*	*3 pilot demonstrations; 1 international conference; Clusters sessions at a yearly base*

In the context of the close, effective and efficient monitoring of the dissemination and communication activities, a KPI matrix has been developed, via using an excel spreadsheet, and it is being regularly updated on a monthly basis. The KPI matrix is available on the internal project's MS Teams repository. It includes the KPIs' names, along with their current value and the achieved results for the first (M1-M12), the second (M13-M24) and the third year (M25-M36) respectively. The following figure 2 presents the KPI matrix of M7 (January 2021) of the project.

COMMUNICATION KPI MATRIX

KPIs Names	Current values (M06)	Thresshold for the 1st year (M12)	Result (1st year)	Thresshold for the 2nd year (M24)	Result (2nd year)	Thresshold for the 3rd year (M36)	Result (3rd year)
Project logo	1	1	✓	1	✓	1	✓
Brand guidelines	1	1	✓	1	✓	1	✓
MOSES Templates	1	1	✓	1	✓	1	✓
Illustartion & graphics (for social + concept image)	1	1	✓	1	✓	1	✓
Factsheet	1	1	✓	1	✓	1	✓
Leaflet/Broshure	1	1	✓	2	✗	2	✗
Poster	1	1	✓	2	✗	3	✗
Roll-up banners	1	1	✓	3	✗	5	✗
Project video	0	0	✓	1	✗	1	✗
E-newsletter	1	1	✓	3	✗	4	✗
Website	1	1	✓	1	✓	1	✓
Twitter members 1st year	317	300	✓	300	✓	300	✓
Twitter members end year	317	300	✓	500	✗	800	✗
Linkednl members 1st year	187	300	✗	300	✗	300	✗
Linkednl members end year	187	300	✗	500	✗	800	✗
Media articles	8	10	✗	20	✗	30	✗
TV/Radio interview	0	0	✓	1	✗	1	✗
Publication in EU communication tools	0	0	✓	2	✗	4	✗
Announcements in H2020 social media	1	1	✓	3	✗	6	✗
Presentations in confereneces/events (at least 10 a year)	4	15	✗	40	✗	60	✗
SIS	0	1	✗	2	✗	3	✗
Stands/demonstartions	0	0	✓	1	✗	2	✗
Papers in conference proceedings	0	5	✗	12	✗	25	✗
Publication in reknown scientific journals	0	2	✗	5	✗	8	✗
Cluster sessions at a yearly basis	1	1	✓	2	✗	3	✗
Pilot Demos	0	0	✓	0	✓	3	✗
Final Conference	0	0	✓	0	✓	1	✗
Members of Stakeholder community	145	10	✓	20	✓	30	✓
Stakeholders contacted during the project	194	25	✓	70	✓	100	✓
Links with RnD projects	5	3	✓	8	✗	10	✗
Links with associations/fora/technical commitees	7	3	✓	8	✗	10	✗
Announcements per partner	1	1	✓	1	✓	4	✗

Figure 2 MOSES communication KPI Matrix

6.2 Risk management and compliance

In MOSES, and particularly within WP8, risks are considered as an integral part of the workplan. The complexity of the problem at hand and the trans-disciplinary nature of the consortium add to the number of risky aspects that may cause issues in the project execution lifecycle. As a matter of fact, table 11 below, provides an initial attempt to identify potential risks, associated with the conduction of MOSES dissemination, communications and stakeholders' engagement activities, along with their probability of occurrence and the corresponding impact as well as the already defined mitigation measures per risk.

Table 11 MOSES communication identified risks

#	Description of Risk	Risk-Mitigation measures	Probability | Impact
1	Low involvement of external stakeholders in focus groups, workshops and creation of scenarios	Brand identity, social media, basic communication kit (project website, poster, brochure, press releases) created prior to WP2 focus groups and dedicated workshops, AB to be invited (resources foreseen in coordinator budget); MOSES partners have	L | M

#	Description of Risk	Risk-Mitigation measures	Probability | Impact
		good liaisons and letters of support of several local actors.	
2	Low outreach of MOSES communication channels and low relevance to the specifics of the target audiences	Communication strategy and plan has been early developed (M08) and constantly evaluated to assure that all developed channels and means are relevant to the specifics of the target audiences; specific KPIs have been provisioned for monitoring the success of the strategy. Statistics on the use of the MOSES webpage and social media accounts will be reviewed periodically to monitor visitors' flow and increase the diffusion in time.	L | H
3	Low engagement of consortium partners in dissemination/communication activities (e.g., participation in events, write scientific papers etc.)	Close collaboration of WP8 Leader with all consortium partners and continuous triggering of the inactive members through bi-lateral communication and regular WP8 meetings.	L | M
4	Low participation at the MOSES external events	All communication channels are used to broaden the number of stakeholders' involved in activities. Effort will focus on engaging the stakeholder community, the members of which are expected to participate at focus groups, workshops and demonstrations; partners are committed to share information about MOSES events through individual channels and invite their colleagues, through their network of contacts.	L | M
5	Confidential information is disclosed through project's dissemination/ communication activities	MOSES has identified and described the required procedures for publishing project's dissemination material since the early stages of the project via its CA. All partners are obliged to follow these guidelines. It has been also established a second level of security (procedures are detailed described in Annex 2), where all information related to communication/ dissemination issues must be first approved beforehand by MOSES communication group (MOSES Project Coordinator, MOSES Technical Manager, MOSES Communication Manager/WP8 Leader and MOSES Task 8.2 Leader)	L | H

#	Description of Risk	Risk-Mitigation measures	Probability | Impact
6	Low penetration of MOSES brand name to the national and EU audiences	MOSES team has already proceeded with: ○ the development of a precise communication and dissemination strategy in an early stage of the project (M08), ○ the design of MOSES brand story and website to support dissemination activities and the project's outreach. ○ the creation of MOSES dedicated social media accounts linked to the corresponding EC ones.	L | M
7	Stakeholders outside the project are not interested	Stakeholders will be contacted early in the project through the Advisory Board and through various communication activities in an effort to raise interest throughout the scientific and end user community. Proper channels have been defined and will be used within WP8 already.	L | H
8	Protection of personal data processes are not handled correctly in MOSES	In order to have a clear view of the needs in data protection, a Data Management Plan has been produced (D1.4) and it will be updated in the project course, describing procedures for data sharing, archiving and preservation, considering EU GDPR and national laws.	L | H
9	Conferences and relevant exhibitions/fairs may be cancelled or postponed (COVID related)	Follow closely any relevant opportunities and strive for virtual attendance.	M | H
10	Travelling to present papers in conferences may not be possible for many partners (COVID related)	Drafting scientific papers will be encouraged throughout MOSES implementation period by identifying relevant opportunities (e.g., Open Access journals). For their presentation, MOSES team will try to make use of complementary alternatives for increasing MOSES outreach (e.g., virtual interviews, attendance of on-line seminars/ workshops etc.)	M | L

7. Partners' roles & efforts

Successful communication and dissemination of MOSES rely on the commitment and contribution of all project partners. For that reason, the WP8 leader, SEAB, will be engaging with all project partners and will promote effective interaction between WP8 and all other WPs to ensure that the communication and dissemination activities of the project are effective and impactful. All partners have been allocated person months under WP8.

Partners will contribute to the communication and dissemination of the project through the development of the research, identifying outcomes, outputs and benefits, publishing research papers and articles, presenting the project advances in relating events, conferences, scientific fora, technical committees etc., using their extensive knowledge of contacts in relevant fields and identifying appropriate groups of stakeholders.

WP8 structure includes the following tasks (table 12) and deliverables (table 13), along with the corresponding assignments, as derived from MOSES GA:

Table 12 MOSES Tasks and responsible partners

Description	Leader	Contributors	Duration
T.8.1: High impact Communication strategy and activities	SEAB	NTUA, ESI, CORE, TNO, DNVGL, PCT	M1 – M36
T.8.2: Scientific dissemination	NTUA	ESI, CORE, TNO, DANAOS, DNVGL, SEAB, TRELL, CIRCLE, TUCO	M1 – M36
T.8.3: Exploitation activities	CIRCLE	NTUA, ESI, CORE, MARIN, SAT, DANAOS, VPF, DNVGL, AST, PCT, MHM, SEAB, TRELL, TUCO	M1 – M36
T.8.4: Innovation Management	CORE	NTUA, DANAOS, VPF, AST, PCT, SEAB, TRELL, MCGR, TUCO	M1 – M36
T.8.5 Policy recommendations for SSS	DNVGL	NTUA, DANAOS, AST, SEAB, CIRCLE, MCGR	M25 – M36

Table 13 MOSES WP8 Deliverables

Description	Leader	Due Date
D8.1 MOSES Communication Strategy	SEAB	M8
D8.2 MOSES Communication Kit	SEAB	M18
D8.3 MOSES Intermediate report on Communication, Dissemination and scientific activities	SEAB	M18
D8.4 MOSES Final report on Communication, Dissemination and scientific activities	SEAB	M36
D8.5 MOSES Intermediate Exploitation Plan	CIRCLE	M18
D8.6 MOSES Final Exploitation Plan	CIRCLE	M36
D8.7 Innovation management map	CORE	M36
D8.8 Policy recommendations for SSS	DNVGL	M36

The following table 14, presents the WP8 Milestones. It is worth mentioning that the first two, namely, MS23 related to MOSES website and MS24 to MOSES first version of communication kit, have been successfully and on time fulfilled.

Table 14 MOSES Milestones

Milestone Number	Milestone Title	Lead Beneficiary	Due Date	Means of verification
MS23	MOSES website ready	SEAB	M3	Website launched
MS24	MOSES communication kit first version	SEAB	M6	First project poster and brochure ready
MS25	MOSES Final event organised	SEAB	M36	Final event organised
MS26	Final business readiness for post-project exploitation	SEAB	M36	Final exploitation plan ready with concrete roadmap for exploitation after EC funding

It goes without saying, that a successful, impactful, effective and efficient dissemination and communication procedure, requires the continuous commitment and contribution of al project partners. Thus, the allocated effort in PMs is given in table 15 below:

Table 15 MOSES WP8 effort per partner

Partner's short name	NTUA	ESI	CORE	TNO	MARIN	SAT	DANAOS	VPF	DNVGL	AST	PCT	MHM	SEAB	SEABCY	TRELL	CIRCLE	MCGRSWE	MCGR	TUCO
WP8 effort	**17.00**	**3.00**	**15.00**	**4.00**	**1.00**	**1.00**	**6.00**	**3.00**	**9.00**	**4.00**	**3.00**	**2.00**	**13.00**	**2.00**	**4.00**	**13.00**	**0.00**	**2.00**	**5.00**
Total	**107.00**																		

8. Conclusions

This deliverable presented the MOSES communication, dissemination and stakeholders' engagement activities a spart of the overall MOSES communication strategy, which will be used as a guide for the consortium members towards the effective allocation of time and resources in the maximization of project's impact. It describes MOSES communication approach by defining the key communication objectives and the communication roadmap, analyses the stakeholders' community that MOSES aims to distribute its messages, along with the corresponding key messages and the channels to be used for achieving the maximum desired outreach. D8.1 focuses, also, on the evaluation and monitoring of communication and dissemination activities and partners' role and effort. Special attention is also given to the scientific approach and the clustering plan, that are going to be developed and implemented within the project, as well as to liaison activities with relevant initiatives.

The MOSES communication strategy is considered as a flexible and adaptive living document to enrich the project's approach to communication and to ensure that information about the project and its outcomes are effectively communicated through its life and beyond.

References

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[5] Europe General Data Protection Regulation, available at: https://ec.europa.eu/info/law/law-topic/data-protection_en (Last accessed 26/01/2021)

[6] Data Protection Authorities in Europe, available at: http://ec.europa.eu/justice/article-29/structure/data-protection-authorities/index_en.htm (Last accessed 26/01/2021)

[7] Horizon 2020 Work Programme 2018-2020, available at: https://ec.europa.eu/research/participants/data/ref/h2020/wp/2018-2020/main/h2020-wp1820-transport_en.pdf (Last Access 26/01/2021).

Annex 1: MOSES Stakeholders' Directory

Main target audiences	Stakeholders' directory
Port Authorities	Port di Livorno Port Authority of Valencia Piraeus Port Authority Port of Antwerp Port of Santander ADSP MAO APDL Leixoes Aveiro Port Bar Port Barcelona Port Bulgarian Ports Civitavecchia Port Gijon Port IMDO Irish Ports Malta Freeport Corporation Ltd Taranto Port Ystad Port Port of Vigo Port of Balears Port of Kristiansand Port of Magdeburg Port Authority of Mykonos Associated Danish Ports A/S Belfast Harbour Copenhagen Malmo Port Faaborg Havn Hamburg Port Authority
	Kos Port Authority
Container Terminal Operators	STEVECO-Port of Haminakotka DP World APM
Ship Owners/ Ship Operators	Boluda Corporacion Maritima Viking Line Holwerda Shipmanagement Finnlines MINERVA MARINE (ES NOMIKOS A.E ELETSON NAVIOS SHIPMANAGEMENT GOURDOMICHALIS NAVIOS Maritime Containers Eastern Mediterranean Maritime Limited

Main target audiences	Stakeholders' directory
	Thenamaris Conbulk Shipping Tsakos Trafigura/Impala Terminals Petronav Ship Management Ltd Arkas Shipping CALMAC Sea machines COSTAMARE EUROSEAS CAPITAL Contships Management
Tugboat Owners/ Tugboat Operators	MEGATUGS SALVAGE AND TOWAGE TSAVLIRIS SALVAGE SPANOPOULOS GROUP ZOUROS GROUP NATIONAL SHIPPING AGENCY EUROPEAN TUGOWNERS ASSOCIATION - ETA ANTIPOLLUTION EPE AEGEAN TUGS
Maritime Shipping Companies/Shippers	International Maritime Union (IMU) COSCO Shipping CMA
Transport Operators/ Logistic Companies/ Freight forwarders/Liner agents/Brokers	Piraeus Europe Asia Rail Logistics PCDC Several truckers ILME Bergé Marítima Geranoi Mykonou Acciona Construcción GoldenCargo North Sea Container Line SamSkip Grieg Star G2Ocean
Information (ICT) and Communication Technology Systems Providers	SingularLogic MOSAIC FACTOR Prisma Electronics LEITAT Technological Center
	Universitat Politècnica de València VTT technical research Centre of Finland

Main target audiences	Stakeholders' directory
Academia/ Universities & Research Centres	University of Plymouth World Maritime University International Maritime Safety Security and Environment Academy Technical University of Delft University of Pireaus The Joint Research Centre in Ispra MARTE Brunel University London DTU Fachhochschule Kiel University of Applied Sciences SDU Institut for Teknologi of Innovation University of Birmingham CMMI CETENA Deep Blue University of Strathclyde ITU Wuhan University of Technology Research institute of Sweden
Shipyards	Fincantieri DAMEN Astilleros de Murueta HOLLAND SHIPYARD SPANOPOULOS GROUP SALAMIS SHIPYARDS
Electric propulsion systems' manufactures	Kongsberg Vard Sunlight
Small port adjacent economy /port city society	Mykonos Boatmen Chamber of Cyclades Syros Pilot Station
Classification Societies and Maritime Administrations	Lloyd's Register ABS Hellas RINA Hellas Bureau Veritas LR
Marine/Port equipment suppliers	TSI Katradis Group Forum Marine Diomar ShipSafe Marine Equipment Ltd.

Main target audiences	Stakeholders' directory
	CRANEPORTS S.A. OceanTech
Regulatory and Standardisation Bodies	PIANC Innovation Norway IACS IMO EMSA
Associations/National-European agencies	AIVP (Association Internationale Villes et Ports) Ministry of Maritime Affairs and Insular Policy Regulatory Authority for Ports Hellenic Ports Association International Association of Ports and Harbours European Technology Platform ALICE Waterborne Technology Platform ERTICO Hellenic Shortsea Shipowners Associations, HSSA HELMEPA Hellenic Chamber of Shipping Union of Greek Shipowners European Tug owners Association Traficom Finland
Coast guards	Hellenic Coast Guard
Media /Digital Channels	Kathimerini Greek Newspaper ON the MoS way ELNAVI Magazine Protothema Greek Newspaper Naftemporiki Greek Newspaper https://www.newmoney.gr Portnet.gr Metaforespress.gr https://www.global-media.gr MykonosDaily.gr Local Media Mykonosticker.com Local Media Mykonosvoice.gr Local Media Cyclades24.gr Local Media Koinignomi.gr Local Media Kykladiki.gr Local Media

Annex 2: MOSES Communication/Dissemination procedures

Purpose of the procedures

The participation of any partner in an event as well as the performance of any/every dissemination & communication activity related to MOSES project has to be approved beforehand by the **MOSES Project Coordinator**, the **MOSES Technical Manager,** the **MOSES Communication Manager/WP8 Leader** and **MOSES Task 8.2 Leader.**

Basic objectives of the procedures

- Production of high-quality MOSES publications, presentations and other communication material;
- Avoidance of overlaps and possible disclosure of restricted or confidential information;
- Monitoring and recording of the dissemination activities of the project in an effective and efficient way.

Step by step procedure (notice for a scientific or conference publication)

1. Send the information notice to the WP8 Leader and the Task 8.2 Leader, including the paper title, the authors and the conference/journal name;
2. The authors also informs that CA requirements regarding the publication are satisfied;
3. WP8 Leader will make sure that the authors are acknowledging their work as part of MOSES funding using the right acknowledgment text;
4. The leading author will revert back to the WP8 Leader with the approval/rejection notification and the pdf paper, once it is published;

Step by step procedure (request of approval for presentations and other communication material)

1. Send the dissemination request/material to the WP8 Leader and the Task 8.2 Leader for approval;
2. WP8 Leader will send the material to the Coordinator and to the Technical Manager for approval;
3. The Coordinator and the Technical Manager will revert back to the WP8 Leader with comments -if any-;
4. WP8 and Task 8.2 Leader will include his/her comments as well;
5. WP8 Leader will provide the revised material to the MOSES related team member(s);

In case of:

A) Approval: When approval is given through the WP8 Leader, the partner(s) is (are) free to proceed with the realisation of the proposed dissemination activity;

B) Conflict/objection: Project Coordinator, Technical Manager or Dissemination manager can reject the proposed dissemination activity if they have objections, related to overlaps or possible disclosure of restricted or confidential information concern the work performed in the different WPs. In case of conflict, the issue will be discussed among the Coordinator, the WP8 Leader and the involved partners;

NOTE:

- If partners wish to re-present or release material already approved (with no modifications or changes on the content), then no formal approval is required. The WP8 Leader has to be informed. If there are no objections, then the WP8 Leader notifies the authors to proceed with the dissemination activity.

- In case a partner wishes to organise a workshop or special event related to MOSES, then the approval of WP8 Leader and the information of the Coordinator is also needed before the realisation of this dissemination activity.

Reporting of partners' activity

Every communication activity is reported by the WP8 Leader in the online **Dissemination activities report spreadsheet**, available here.

WP8 Leader is responsible for acquiring and storing the material within the WP8 MS Teams respective folder.

Acknowledgement-Information on EU funding

According to the Articles 29 & 38 of MOSES Grant Agreement, any dissemination of results (in any form, including electronic) must display the EU emblem and must include the following acknowledgement text:

"MOSES project has received funding from the European Union's Horizon 2020 research & innovation programme under grant agreement No. 861678. Content reflects only the authors' view and the Agency is not responsible for any use that may be made of the information it contains".

For any communication activity, the EU emblem must be displayed, along with the phrase:

"MOSES project has received funding from the European Union's Horizon 2020 research & innovation programme under grant agreement No. 861678. Content reflects only the

authors' view and the Agency is not responsible for any use that may be made of the information it contains".

For any presentation, the EU emblem must be displayed, along with the phrase:
"MOSES project has received funding from the European Union's Horizon 2020 research & innovation programme under grant agreement No. 861678. Content reflects only the authors' view and the Agency is not responsible for any use that may be made of the information it contains".

For any on-line material, the EU emblem must be displayed, along with the phrase:
"MOSES project has received funding from the European Union's Horizon 2020 research & innovation programme under grant agreement No. 861678. Content reflects only the authors' view and the Agency is not responsible for any use that may be made of the information it contains".

For any hard copy/printed material, the EU emblem must be displayed, along with the phrase:
"MOSES project has received funding from the European Union's Horizon 2020 research & innovation programme under grant agreement No. 861678. Content reflects only the authors' view and the Agency is not responsible for any use that may be made of the information it contains".

For infrastructure, equipment & major results, the EU emblem must be displayed along with the phrase:
"This [infrastructure][equipment][insert type of result] is part of the MOSES project that has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No. 861678".

For any (scientific) publication/technical paper, the acknowledgement must be displayed as follows:
"This research has been conducted as part of MOSES project, which has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant agreement No. 861678. Content reflects only the authors' view and the Agency is not responsible for any use that may be made of the information it contains".

When displayed together with another logo, the EU emblem must have the appropriate prominence. For correct use of the EC emblem please use the following link:

European flag (EU emblem) is available here.

For further information please contact the WP8 Leader.

Guidelines to the Rules on Open Access to Scientific Publications and Open Access to Research Data in Horizon 2020
Guidelines are available here.

Open Research Europe, the European Commission in-house scientific publishing service
Guidelines are available here.

MOSES scientific/technical publications and posters will be made available in the OpenAIRE repository (link to be provided)

Annex 3: MOSES calendar of proposed scientific journals

No.	Title of journal/magazine	Website	Impact Factor	Description
1	International Journal of Marine Engineering	https://www.rina.org.uk/ijme.html	1.220 (2019)	Published 4 times/year as Part A of the Transactions of The Royal Institution of Naval Architects, provides a forum for the reporting and discussion on technical and scientific issues associated with the design and construction of commercial marine vessels.
2	Journal of Marine Science and Engineering	https://www.mdpi.com/journal/jmse	2.033 (2019)	An international peer-reviewed open access journal of marine science and engineering published monthly online by MDPI.
3	Ocean Engineering	https://www.journals.elsevier.com/ocean-engineering	3.068 (2019)	Ocean Engineering provides a medium for the publication of original research and development work in the field of ocean engineering. Ocean Engineering seeks papers in the following topics: Ocean Engineering, Naval Architecture, Polar and Arctic Engineering, Automatic Control of Marine Systems, Underwater Technology
4	Safety Science	https://www.journals.elsevier.com/safety-science	4.105 (2019)	Safety Science is multidisciplinary. Its contributors and its audience range from social scientists to engineers. The journal covers the physics and engineering of safety; its social, policy and organizational aspects; the assessment, management and communication of risks; the effectiveness of control and management techniques for safety; standardization, legislation, inspection, insurance, costing aspects, human behaviour and safety and the like.
5	International Journal on Marine Navigation and Safety of Sea	https://www.transnav.eu/	N/A	Published 4 times/year, it contains original papers contributing to maritime education, maritime safety management, maritime policy

No.	Title of journal/magazine	Website	Impact Factor	Description
	Transportation (TransNav)			sciences, maritime industries, marine environment and energy technology.
6	The Journal of Ports and Terminals	https://www.porttechnology.org/editions/	N/A	Published by the Port Technology International, a premier media company for the ports and terminals sector, the Journal of Ports and Terminals covers the latest technologies and innovations being adopted across the industry including terminals, digitalization, automation, shipping, global trade, sustainability and the energy transition, among others.
7	Journal of Waterway Port Coastal and Ocean Engineering	https://ascelibrary.org/journal/jwped5	1.625 (2019)	The Journal of Waterway, Port, Coastal, and Ocean Engineering disseminates to the profession engineering and scientific advances made in the COPRI disciplines. It is an ideal choice for the publication and dissemination of archival contributions dealing with topics such as dredging, floods, sediment transport, tides, wind waves and storm surge, tsunamis, climate change, rising sea level, extreme weather events and other hazards that affect shorelines, waterways, estuaries, and ports and harbours, as well as efforts to mitigate the impact of such hazards. Of equal interest is the development and operation of offshore facilities and ocean resource utilization, such as renewable energy and ocean mining
8	International Journal of Shipping and Transport Logistics	https://www.inderscience.com/jhome.php?jcode=ijstl	0.914 (2020)	IJSTL is an international peer-reviewed journal addressing all methodological aspects in the field of shipping and transport logistics, particularly those that require empirical or mathematical analysis with managerial implications.
9	Maritime Economics and Logistics	https://www.palgrave.com/gp/journal/41278	1.750 (2020)	MEL is a peer-reviewed quarterly scientific publication committed to the methodological analysis of global supply chains; that is, ocean

No.	Title of journal/magazine	Website	Impact Factor	Description
				transportation, ports, marine terminals and maritime logistics. Papers are expected to be thoroughly researched, scientifically rigorous and at the same time of direct applicability and usefulness to practitioners and policy makers alike.
10	Maritime Policy & Management	https://www.tandfonline.com/toc/TMPM20/current	3.152 (2019)	Maritime Policy & Management (MPM) is a multi-disciplinary and international refereed journal, it brings together papers on the different topics that concern the maritime industry. It provides the latest findings and analyses. Emphasis is placed on business, organizational, economic, sociolegal and management topics at port, community, shipping company and shipboard levels.
11	Journal of Marine Engineering & Technology	https://www.tandfonline.com/loi/tmar20#.Vu_KsPmLTtQ	1.049 (2019)	The Journal of Marine Engineering and Technology publishes papers that explore developments in marine engineering and marine technology for industrial practitioners and researchers, considering topical issues from environmental impacts, energy transition and performance through to autonomy and artificial intelligence. The journal only publishes work that contributes significantly to the advancement of marine engineering and technology and demonstrates applicability in a real a world setting.
12	Journal of Risk and Reliability	https://journals.sagepub.com/home/pio	1.602 (2019)	The Journal of Risk and Reliability is for researchers and practitioners who are involved in the field of risk analysis and reliability engineering. The remit of the Journal covers concepts, theories, principles, approaches, methods and models for the proper understanding, assessment, characterisation and management of the risk and reliability of engineering systems. The journal welcomes papers which are based on mathematical and probabilistic analysis, simulation and/or optimisation, as well as works highlighting conceptual and managerial

No.	Title of journal/magazine	Website	Impact Factor	Description
				issues. Papers that provide perspectives on current practices and methods, and how to improve these, are also welcome.
13	Reliability Engineering & System Safety	https://www.journals.elsevier.com/reliability-engineering-and-system-safety	5.040 (2019)	Reliability Engineering and System Safety is an international journal devoted to the development and application of methods for the enhancement of the safety and reliability of complex technological systems, like nuclear power plants, chemical plants, hazardous waste facilities, space systems, offshore and maritime systems, transportation systems, constructed infrastructure and manufacturing plants. The journal normally publishes only articles that involve the analysis of substantive problems related to the reliability of complex systems or present techniques and/or theoretical results that have a discernible relationship to the solution of such problems. An important aim is to achieve a balance between academic material and practical applications.
14	Risk analysis	https://onlinelibrary.wiley.com/journal/15396924	3.137	Risk Analysis, published on behalf of the Society for Risk Analysis, is ranked among the top 10 journals in the ISI Journal Citation Reports under the social sciences, mathematical methods category, and provides a focal point for new developments in the field of risk analysis. This international peer-reviewed journal is committed to publishing critical empirical research and commentaries dealing with risk issues.
15	Human Factors: The Journal of the Human Factors and Ergonomics Society	https://journals.sagepub.com/home/hfs	3.165 (2019)	Human Factors: The Journal of the Human Factors and Ergonomics Society publishes peer-reviewed scientific studies in human factors/ergonomics that present theoretical and practical advances concerning the relationship between people and technologies, tools, environments, and systems. Papers published in Human Factors leverage fundamental knowledge of human capabilities and limitations – and the

No.	Title of journal/magazine	Website	Impact Factor	Description
				basic understanding of cognitive, physical, behavioural, physiological, social, developmental, affective, and motivational aspects of human performance – to yield design principles; enhance training, selection, and communication; and ultimately improve human-system interfaces and sociotechnical systems that lead to safer and more effective outcomes.
16	WMU Journal of Maritime Affairs	https://www.springer.com/journal/13437	0.84	The WMU Journal of Maritime Affairs (JOMA) is an internationally peer-reviewed journal that covers such subject areas as maritime safety, maritime energy, maritime administration, management and operations, and marine environment protection and gives special attention to human factors, impacts of technology, and policymaking in this context. JOMA is for academics, researchers, and professionals in the maritime industry. It aims at serving the international maritime community by presenting current thinking and evidence-based arguments on those subjects of topical interest, reporting on relevant research findings and addressing inter-relationships among those subjects in a multi-disciplinary manner to improve the efficacy of maritime transport.
17	Ship Technology Research	https://www.tandfonline.com/toc/ystr20/current	2.7 (2019)	The Ship Technology Research (Schiffstechnik) journal seeks to provide a sound and internationally recognised platform for the presentation and discussion of the latest developments in research, design and manufacture as well as operation and maintenance concerning ships and offshore structures. Engineers and researchers involved in the design and fabrication of ships and offshore structures are the primary audiences of interest.
18	International Journal Maritime Engineering	https://www.rina.org.uk/ijme.html	N/A	The International Journal of Maritime Engineering (IJME) provides a forum for the reporting and discussion on technical and scientific issues

No.	Title of journal/magazine	Website	Impact Factor	Description
				associated with the design and construction of commercial marine vessels. Contributions in the form of papers and notes, together with discussion on published papers are welcomed.
19	Journal of Advanced Transportation	https://www.hindawi.com/journals/jat/?utm_source=google&utm_medium=cpc&utm_campaign=HDW_MRKT_GBL_SUB_ADWO_PAI_DYNA_JOUR_X&gclid=Cj0KCQiAj9iBBhCJARIsAE9qRtDRvb--0jbybjsXnWy5jJ96fsee1BT4y43FnFgYeWung7Yidd7LAhMaAi1FEALw_wcB	1.67	Journal of Advanced Transportation publishes theoretical and innovative papers on analysis, design, operations, optimization and planning of multi-modal transport networks, transit & traffic systems, transport technology and traffic safety.
20	Transportation Research Part E: Logistics and Transportation Review	https://www.journals.elsevier.com/transportation-research-part-e-logistics-and-transportation-review	4.690 (2019)	Transportation Research Part E: Logistics and Transportation Review publishes informative and high-quality articles drawn from across the spectrum of logistics and transportation research.

Annex 4: MOSES indicative calendar of proposed events

Date	Event	Location	Website	Important deadlines
		2020		
03-05/09/2020	IEEE International Conference on Intelligent Computer Communication and processing (ICCP)	CLUJ-NAPOCA, Romania Depending on COVID ICCP can be held online	http://www.iccp.ro/iccp2020/	
05-14/10/2020 05-30/10/2020	Global OCEANS 2020: Singapore-U.S. Gulf Coast	Live Virtual On-Demand	https://global20.oceansconference.org/	
09-10/11/2020	ITS European Congress 2020	Virtual event	https://virtualitscongress.com	
11-12/11/2020	International Conference on Maritime Autonomous Surface Ships (ICMASS)	Online Conference	https://www.icmass-conf.org/	
16-19/11/2020	International Conference on Maritime Technology and Engineering (MARTECH)	Lisbon, Portugal Remote participation	http://www.centec.tecnico.ulisboa.pt/martech2020/index.aspx	
17-18/11/2020	Smart Ports: Piers of the Future 2020	Online	https://www.smartports.tv	
18-20/11/2020	IPIC 2020 - 7th International Physical Internet Conference	Shenzhen University, Shenzhen, CHINA	https://www.pi.events/	
01-03/12/2020	Black Sea Ports & Shipping 2020	The Marmara Taksim Hotel, Istanbul, Turkey	http://www.transportevents.com/ForthcomingEventsdetails.aspx?EventID=EVE166	

Date	Event	Location	Website	Important deadlines
10/12/2021	Managing ships effluents in the context of the European Green Deal	Webinar on Microsoft Teams	http://www.searica.eu/2020-2024/events-2019-2024/managing-ships-effluents-in-the-context-of-the-european-green-deal/	
14-16/12/2020	Seatrade Maritime Middle East	Virtual event	https://www.seatrademaritimeevents.com/stmme/en/home.html	
15-17/12/2020	Baltic Ports & Shipping	Maritim Seehotel Lubeck, Germany	http://www.transportevents.com/ForthcomingEventsdetails.aspx?EventID=EVE169	
17-18/12/2020	International Conference on Advanced Marine Systems	Dubai, United Arab Emirates	https://waset.org/advanced-marine-systems-conference-in-december-2020-in-dubai	
2021				
18-19/01/2021	International Conference on Marine Technology and Applications	Digital Event	https://waset.org/marine-technology-and-applications-conference-in-january-2021-in-rome	
11/03/2021	20th Mare Forum Greece 2021	Athens, Greece	https://mareforum.com/conference/20th-mare-forum-greece-2021/	

Date	Event	Location	Website	Important deadlines
22-23/04/2021	International Conference on Maritime Transport and Ship Design	Digital Event	https://waset.org/maritime-transport-and-ship-design-conference-in-april-2021-in-new-york	
25-28/04/2021	VTC2021-Spring Helsinki - IEEE Conference Framework	Helsinki, Finland	https://events.vtsociety.org/vtc2021-spring/	*Call for Recent Results Papers Deadline Extended to 10 January 2021! Call for Workshop Papers Deadline Extended to 10 January 2021! https://vtc2021spring.trackchair.com/*
16-18/06/ 2021	The 9th International Workshop on Maritime Technology	University of Vigo, VIGO (SPAIN)	http://www.martech-workshop.org/	*NOTE: A new period for Abstracts Submission will be opened. Therefore, deadline of Early bird registration are cancelled. The new deadlines will be announced soon.*
16-18/06/2021	27th International Conference on Urban and Maritime Transport and the Environment	Valencia, Spain	https://www.wessex.ac.uk/conferences/2021/urban-and-maritime-transport-2021?utm_source=wit&utm_medium=email&utm_campaign=ut21rem1&utm_content=2141922	
22-24/06/2021	Autonomous ship technology symposium	Hall 12, Amsterdam RAI, the Netherlands	https://www.autonomousshipsymposium.com/en/	
23-25/06/2021	IAPH World Ports Conference	Antwerp, Belgium	http://www.iaphworldports.org/iaph-conference	

Date	Event	Location	Website	Important deadlines
27/08/2021	4th Mare Forum Mykonos 2021	Mykonos, Greece	https://mareforum.com/conference/4th-mare-forum-mykonos-2021/	
07-09/09/2021	TOC Europe	Ahoy Rotterdam	https://www.tocevents-europe.com/en/Home.html	
13-17/09/2021	London International Shipping Week - LISW21	London, United Kingdom	https://londoninternationalshippingweek.com/	
11-15/10/2021	ITS World Congress	Hamburg, Germany	https://itsworldcongress.com/	***Key Dates*** *Submission deadline for all types of Papers, Business Presentations and Proposed Sessions – 12 February 2021* *The platform remains open for the completion of submissions – 22 February 2021* *Notification of status to paper, business presentations authors and Session proposals – April 2021*
20-22/10/2021	16th Greenport Cruise & Congress	Piraeus, Greece	https://www.greenport.com/congress	
21-22/10/2021	International Conference on Transportation and Safety	London, United Kingdom	https://waset.org/transportation-and-safety-conference-in-october-2021-in-london	*Abstracts/Full-Text Paper Submission Deadline: January 28, 2021* *Notification of Acceptance/Rejection: February 11, 2021* *Final Paper (Camera Ready) Submission & Early Bird Registration Deadline: June 23, 2021*