



ReMAP

Real-time Condition-based Maintenance for
Adaptive Aircraft Maintenance Planning

D9.2 Dissemination and Communication Package

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Appendix A: ReMAP Public deliverables timetable

1. Executive Summary

This document is the deliverable 9.2, “ReMAP dissemination and communication package” of the European project “ReMAP – Real-time Condition-based Maintenance for adaptive Aircraft Maintenance Planning” (hereinafter also referred to as “ReMAP” or “the project”). ReMAP started in the 1st of June 2018 and has a length of four years, ending at the 31st May 2022.

ReMAP addresses the specific challenge to take a step forward into the adoption of Condition-Based Maintenance in the aviation sector. In order to achieve this, a machine learning approach will be implemented, based on hybrid data-driven & physics-based algorithms for systems and data-driven probabilistic algorithms for systems and structures. These algorithms will run on an IT platform, for adaptive fleet maintenance management.

This report integrates the guidelines for communication and dissemination activities planned for ReMAP. It gives an overview on the whole communication and dissemination activities to be carried out by ReMAP consortium. It comprises a presentation of the communication and dissemination goals, key messages, target audiences, strategic timing and tools and channels that will be used for communication and dissemination during this 4-year project.

This document is expected to be used by the project partners as the guidelines for their dissemination activities.

2. Introduction

The aim of communication and dissemination activities in ReMAP is to help in the achievement of its overall goals to maximise the project’s impact through a strategic approach as outlined by this document and expressed in the ReMAP proposal. The task is to promote (communication) and share (dissemination) ReMAP results effectively to a wide range of stakeholders who have an interest in the implementation of condition-based maintenance in the aviation industry.

The implementation of the communication and dissemination activities in H2020 projects is a mandatory requirement by the European Commission (EC). In this context, communicate the project is to provide “targeted information to multiple audiences (including media and public), in a strategic and effective manner and possibly engaging in a two-way exchange”, while dissemination means “sharing research results with potential users - peers in the research field, industry, other commercial players and policymakers”¹.

In the following sections we highlight the project’s main vision, goals, expected impact and how communication and dissemination activities will contribute to fulfil these objectives.

2.1. Purpose, context and scope

The purpose of this deliverable is to define and establish an agreement on a common approach and roadmap to an effective internal and external communication and dissemination of ReMAP’s project. The communication and dissemination activities aim

¹ European Commission, H2020 online manual.

to achieve the overall vision and goals of the project, with a special emphasis on the construction of a common roadmap towards the implementation of CBM in the European aviation industry.

The document will align and coordinate activities taking place, not only at the project level, but also at the partners' level. The specific objectives of this document are to:

- Define and execute an effective communication strategy from the beginning of the project;
- define, agree and execute a comprehensive dissemination strategy and plan with measurable goals;
- contribute to the consolidation and future exploitation of the work implemented by the project.

The deliverable is part of Work Package 9: Exploitation and Dissemination, T9.1 Development and implementation of the communication & Dissemination strategy.

Once there is substantial intersection between communication and dissemination activities in terms of target groups, messages, channels and timings, a single plan on both aspects is presented. Nevertheless, whenever necessary, a differentiation will be explicitly made.

The document covers and specifies general activities planned at project level, describing individual partners' responsibilities, activities and goals. The text presents a continuous process that will be updated throughout the project, at least at a yearly pace.

2.2. Structure and content

This deliverable starts with a general perspective regarding communication and dissemination and going into a detailed plan of action regarding communication and dissemination activities within ReMAP project.

The document comprises a general contextualisation of the project, with the description of its objectives and expected impacts. This sets the ground for the adopted strategy that is presented in Chapter 4. It includes identification of key stakeholders, focus areas, messages and channels to be used.

In Chapter 5 we go further on the established plan for communication and dissemination activities, relating them with the main results. This is organized per year along the project.

Chapter 6 is dedicated to the indicators used within ReMAP to analyse the impact of communication and dissemination activities, to understand if they are reaching the target groups and if we are getting the expected commitment from their side. This analysis will reinforce pursuit of the plan or its revision if necessary.

Internal and external communication policy is addressed in Chapter 7, where besides the workflow and EC obligations, we describe partners' roles and responsibilities.

The document ends with four appendixes. Annex one and two focus on the communication and dissemination plans (kick-off meeting and press plan), annex three on the project identity and annex four comprises the templates adopted by the project.

3. ReMAP project

3.1. Vision and goals

ReMAP is a Research and Innovation Action (RIA) in the Horizon 2020 topic “Maintaining industrial leadership in aeronautics” aiming to play an important role in outspreading the implementation of Condition-based health management in a two-fold perspective: advancing the scientific and technological framework and addressing relevant regulatory barriers.

ReMAP will implement this vision by addressing four main goals:

- To leverage existing aircraft sensors for systems and mature promising sensing solutions for structures.
- To develop health diagnostics and prognostics of aircraft systems and structures using innovative data-driven machine learning techniques and physics models.
- To develop an efficient maintenance management optimisation process, capable of adapting to real-time health conditions of the aircraft fleet.
- To perform a safety risk assessment of the proposed IFHM solution, to ensure its reliable implementation and promote an informed discussion on regulatory challenges and concrete actions towards the certification of Condition-Based Maintenance (CBM).

With a 6-month operational demonstration, involving more than 12 aircraft systems in two different fleets, ReMAP will demonstrate the liability of its Integrated Fleet Health Management (IFHM) solution. For structures, health prognostics algorithms will be demonstrated in a laboratory environment, using complex representative structural composite subcomponents.

3.2. Impact

ReMAP is aimed at achieving a strong impact in the aeronautics industry, in its scientific, operational or regulatory dimensions. Considering maintenance costs, ReMAP is expected to achieve a potential benefit to the European aviation of more than 700 million Euros per year², through:

- Implementation of an optimised maintenance approach and reduced unscheduled maintenance.
- Improvement of fault isolation and reduced maintenance elapsed times.
- Reduction of no fault found returns.
- Detection of premature degradation of components associated with periodic checks, avoiding failures before the next interval checks.
- Replacement of the current interval-based maintenance paradigm by a CBM approach in which the components' replacement is based on its life-cycle status.

² Considering around 270 thousand Euros per year for a single large passenger aircraft and 4600 commercial aircrafts in the European market

ReMAP will also have a positive impact on the aircraft structures' weight (reduction of 10 to 20% for critical structures) and the complexity of the maintenance systems by making possible changes in systems redundancy, without jeopardizing security.

Along the regulatory dimension, ReMAP will produce a White Paper with the recommendations for future CBM regulations (D7.3), based on safety and reliability assessments, providing detailed analysis of existing regulations and certifications on aircraft maintenance and concrete guidelines on how they can be adapted to support CBM.

ReMAP is also expected to have a big impact in the establishment of a common roadmap among European primes and suppliers towards the future CBM adoption by bringing to the project relevant external stakeholders (advisory board and support group) to help us build an innovative framework that addresses their vision and needs.

In this context, the transition from a preventive maintenance paradigm to a condition-based maintenance paradigm will be supported by: the incorporation of stakeholders' concerns, vision and strategy from project inception; and feasibility evidence from the ReMAP's platform and technology blocks during the 6-month demonstration. Based on results and industry feedback, ReMAP will propose a Strategic action plan for future CBM adoption (D9.6), and disseminate it among European primes, suppliers and regulatory authorities.

3.3. Communication and dissemination objectives

Communication and dissemination activities in ReMAP will pave the way for an effective exploitation of the project results, either at a project level as by individual partners. Communication activities will have two-way direction, guaranteeing not only that the project and its outcomes are outspreaded but also that the project receives relevant inputs from relevant stakeholders (policy makers, industry, research community and other EC projects). This will be achieved by providing targeted information to multiple audiences, including media and the general public. The following are the main ReMAP's communication objectives:

- To raise public awareness about the project, its results and progress within target groups using effective communication means and tools, such as online and offline dissemination, scientific publications, and networking events.
- To engage key players in the European aviation industry on the project activities, guaranteeing a common European roadmap towards the adoption of CBM.
- To ensure transparency and visibility of the project activities to acquire the necessary support from crucial stakeholders.
- To announce and promote ReMAP events, contributing to increase its attendance and potential engagement.

Dissemination activities will ensure a proper disclosure of the project results, making them easily available to stakeholders' groups, and publics that have interest in the aviation theme. This will be achieved by the use of communication channels (website, social media, general press, etc.), but also by enabling open access to scientific publications, publication of regulatory recommendations, offering development tools, and the use of other mechanisms that are analysed ahead in this document. The following are the main dissemination objectives:

- To involve a large number of stakeholders early in the discussion of CBM in aviation, supporting the definition of requirements, specification, and barriers for the project;
- To disseminate the fundamental knowledge, methodologies and technologies developed in the project;
- To stimulate an early adoption (starting from the project lifetime) of ReMAP's IFHM solution;
- Establishing links and synergies with other aviation-related projects.

- Ensure that all partners are adequately present in the project events and initiatives and sufficiently communicate achieved results.

3.4. Communication and dissemination team

ReMAP's communication and dissemination activities will be managed by Instituto Pedro Nunes (IPN). The following are the main team members:

Table 1 - Communication and dissemination team members

Team member	Role	Email contact
Mónica Ferreira	Communication and dissemination coordinator – responsible for the coordination of communication and dissemination activities	mferreira@ipn.pt remap_communication@ipn.pt
Christine Windmeijer	Public relations officer – responsible for the implementation of communication and dissemination activities	christine@pr4innovation.nl
Nuno Eufrásio	Designer – responsible for designing all ReMAP materials	neufrasio@ipn.pt remap_communication@ipn.pt

3.5. Stakeholder identification

The success of the project comprises the achievement of ReMAP scientific and technological goals but also depends on the impact that it has in the aviation industry and among its main stakeholders. Stakeholders can be defined as all parties with some interest in ReMAP, who impact or are impacted by the project. ReMAP stakeholders can, thus, refer to individuals, groups or organisations that may affect or be affected by decisions, activities or outcomes of the project³. The consortium has identified an exhaustive set of stakeholders (target groups) that are relevant to the project. We consider two groups of stakeholders: internal (ReMAP consortium) and external (individuals and collective entities outside the consortium).

3.5.1. Internal Stakeholders

Ensuring an effective internal communication is key for ReMAP to accomplish the communication and dissemination objectives. It is very important that all project partners commit with the dissemination of the project for two main reasons. First, all partners are

³ We follow the definition of stakeholder from the Project Management Institute (PMI), a US non-profit professional organization for project management, 2013.

key to the exploitation of project results. For an early adoption of ReMAP technologies and/or to stimulate further research, the dissemination by project partners is very important. Secondly, project partners are key influencers because of their roles on their fields of expertise (industry or research). The internal communication strategy also pursues the objective of keeping all partners informed about planning, work in progress and strategies implemented by the consortium. Besides the mandatory management reports (both internal and EC) and meetings established in WP1, all partners are invited to actively communicate with WP leaders about the work in progress, difficulties and challenges identified and adopted contingency measures. Internal communication procedures and means to achieve it will be detailed in Section 7.1.

The project gathers together 13 partners from 7 European countries that, together with the advisory board members, covers the complete value chain for Condition-based Health Monitoring.

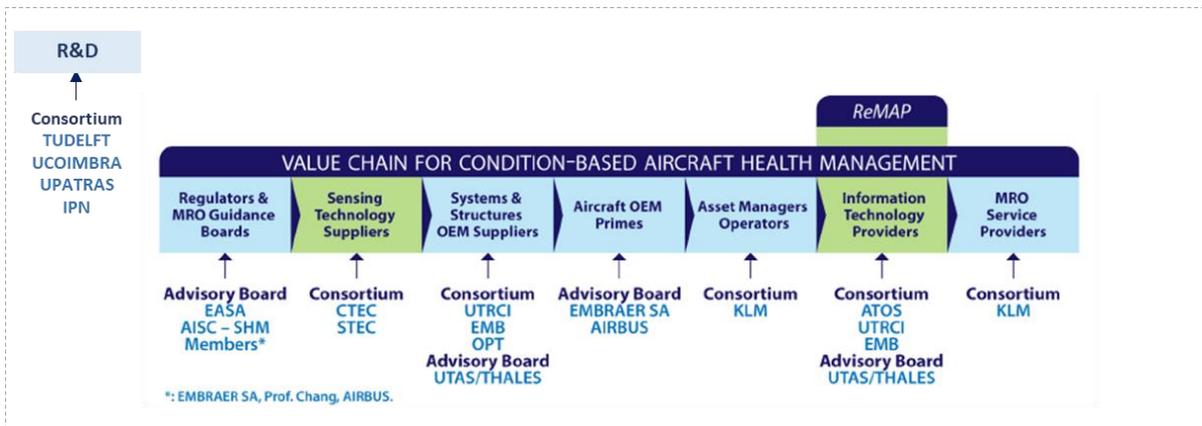


Figure 1 - Value chain for Condition-based Health Monitoring (Adapted from ReMAP's proposal)

In this document, we will be considering only consortium members as internal stakeholders.

Table 2 - Internal stakeholders' identification

Area	Partners	Motivations
Aviation Industry (Aero structures suppliers; airline; MRO; Aero structures suppliers; Sensor development companies; Information systems Companies)	ATOS; CTEC; EMB; KLM; OPT; STEC	<ul style="list-style-type: none"> - Guarantee that all contents and actions covered in ReMAP are understood by all partners - Influence policy makers and regulators - Stimulate an early adoption of ReMAP technologies - Disseminate the EC role in the stimulation of the European aviation industry - Stimulate future cooperation between academia and industry

Education & Research

 ENSAM; IPN; ONERA;TUD; UC;
UPAT; UTRCI

- Stimulate research and development in CBM (aviation and other areas)
- Disseminate the EC role in the stimulation of European research
- Stimulate future cooperation between academia and industry

3.5.2. External stakeholders

The engagement of external stakeholders is crucial for the project success, not only due to exploitation reasons but also to pursuit ReMAP objective to stimulate the adoption of CBM not only in aviation, but also in other industries. Below we list and identify ReMAP motivations for the engagement of external stakeholders. In some cases, ReMAP will not only be disseminating its actions and results, but also asking for input from their side regarding needs, constraints and perspectives. This is the case of the Advisory Board members and and Support Group. The direct participation of these external stakeholders in some project activities has a two-fold objective: on one hand, by receiving inputs from relevant external stakeholders, the consortium is able to address the market needs; and, on the other hand, by bringing to the project, stakeholders from the industry, scientific and policy area, ReMAP will, from the start, build a common roadmap towards the future adoption of CBM in the European aviation industry.

Advisory Board

The Advisory Board (AB) is established to support the Steering Committee (SC). The task of the AB is to monitor adherence of project deliverables to the needs of the sector, according to regulations and the technology available on the market. The

AB will be limited to a small number of external experts identified by the consortium as relevant to the project, complementing the expertise of the consortium. At the moment, the Advisory Board is composed by the following entities/individuals:

- Airbus SAS (France) – largest European aircraft Original Equipment Manufacturer;
- Embraer - Empresa Brasileira de Aeronáutica (Brazil) – original Equipment Manufacturer with large experience on SHM and certification processes;
- Goodrich Actuation Systems SAS, UTC Aerospace Systems (UTAS - France) – UTAS is the largest aircraft systems provider in the world with a strong presence in Europe;
- European Aviation Safety Agency (EASA, EU) – EU aviation regulatory agency. Besides technical advice, EASA will also support the consortium in involving European national authorities in the discussion of the project results and the definition of the common roadmap.
- Prof. Fu-Kuo Chang (Stanford University, US) – leading researcher on the topic of SHM and founding member of the AISC – SHM (Aerospace Industry Steering Committee on Structural Health 15);
- Royal Netherlands Air Force (the Netherlands) – pioneers in the implementation of CBM solutions for military aircraft.
- Thales Avionics (France) – renowned leading supplier of avionics suites, on-board instruments and functions for all major global air-framers.

The AB is annually invited to be present at one SC. Budget is considered by TUD to cover the travel expenses of the AB members attending these SC meetings (one participant per AB member). The only exception will be EASA – they will be subcontracted by ONERA. It is anticipated that the AB will provide valuable external and impartial recommendations, giving advice on how to direct the development of the project to get maximal output and benefit, and ensuring the scientific excellence and innovation relevance of the project.

Support Group

The Support Group (SG) consists of societal stakeholders (followers of the project) who have access to ReMAP developments and the ability to provide input. It involves diverse private stakeholders over the complete value chain of the project. The Support Group will be involved in the discussion of the roadmap for implementation of CBM. They will be invited for project technical meetings, workshops, and dissemination events. These events will be used to engage the Support Group in the discussion of the roadmap for implementation of CBM and the set of actions to facilitate a quick market uptake (i.e., commitment to a common roadmap). They will be first to be considered in the long-term exploitation of ReMAP results. They are not part of the project, but may participate by providing a supplementary pilot or test location and/or potential project dissemination and exploitation platform(s).

The number of supporters will not be limited and the consortium will actively seek project supporters as part of the outreach activities, via the dissemination channels of the project and ReMAP presentation at conferences and fairs. Meanwhile, a confirmation of interest (through support letters) has already been received from the following stakeholders: Dassault-Aviation – OEM; TAP Engineering & Maintenance – MRO; Air France Industry – MRO; NetJet – aircraft operator; UTC Aerospace Systems PHM Central Engineering - Systems Supplier; and Safety Line – Information Technology provider for aviation.

This will allow us to build close-to-market solutions and stimulate its exploitation. In this case, ReMAP needs to adopt strategies to stimulate their participation in discussions, meetings and events, by providing information and facilitate logistic issues (e.g. travel and accommodation arrangements).

Table 3 - External stakeholders' identification

Area	Stakeholders	Motivations
Aviation Industry	Airlines Original Equipment Manufacturers (OEMs) Maintenance, Repair & Overhaul companies (MROs) Sensor Manufactures System and Structures Suppliers IT suppliers	The participation of a representative group of organisations from the European aviation industry, upstream and downstream of the value chain, is very important to promote an early adoption of ReMAP's IFHM solution. By engaging these stakeholders in the project from the start, ReMAP will be able to collect their concerns, restraints (both technical and business) and needs, and address them in the project R&D activities. Furthermore, only by creation general consensus around the use of CBM technologies in aviation, ReMAP will be able to fulfil all the project objectives.
Scientific	Scientists Universities Research & Development organisations EU working groups/Peers in other EC-projects Master students	The engagement of external stakeholders from the scientific area will help ReMAP to build the project on existing knowledge, previous researches and experiences performed by scientists outside the consortium.

Also, the participation of external scientists in the project will be important to stimulate other researches in CBM area, and thus, promote the early general adoption of this approach.

Policy	Regulators (national and EU) Policy makers (national and EU) National and European aviation trade associations	One of the main constraints in the operational use of CBM in commercial aviation is the regulatory barrier and the certification of industrial processes that are related with the certification and implementation of CBM. By engaging these stakeholders in the project, ReMAP will bring to the project important inputs on how to address these difficulties as well as to influence future regulations in this area.
European Commission	Project officer	As the funding agency of ReMAP project, it is important that the project contribute to address the objectives of EC research and innovation funding
EC projects	Consortium members from European CBM related projects	The peer to peer discussions with other EC related projects and exchange of non-confidential information is very important to ensure coherence of the European research and avoid useless replication of work and resources.
The press	Journalists	The Media are an excellent way to reach a large number of stakeholders and quickly outspread the project actions and results.
General public	Passengers Society as a whole	The general public will also be addressed in ReMAP communications since as passengers it is important that the public to be aware (event if in general terms) what is being made in the aviation industry to make their travels safer and more reliable.

Stakeholder mapping using the Power-Interest Matrix

The Power-Interest Matrix (PIM) from Gardner et al, 1986, help us to assess which stakeholders are most significant to the ReMAP success and, thus help us to create a more focused communication and dissemination strategy.

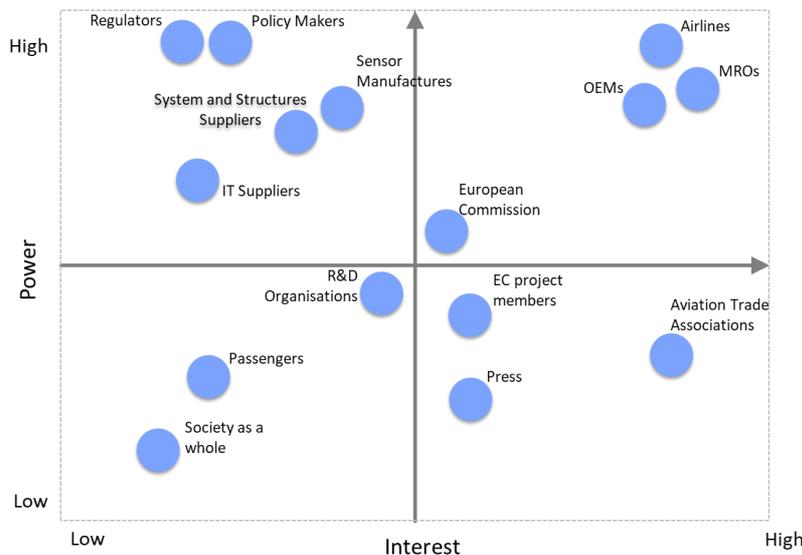


Figure 2 - Stakeholder mapping

This framework categorizes stakeholders in terms of their level of interest (or expectations) and their level of power. PIM classifies stakeholders as follows: Key players (stakeholders with high power and high level of interest), keep involved (stakeholders with high power and low level of interest), and keep informed (stakeholders with low power and high level of interest) who is recommended to keep relationships with but is not essential to involve.

4. Strategy

This chapter describes the strategy that ReMAP will implement to achieve the goals indicated in the previous chapter. It contains a stakeholder prioritisation, key messages, channels and timings. As stated before, the goal of communication and dissemination in ReMAP is part of the overall vision and goals of the project, set in Section 3.1, for maximum impact. This is done by a three-fold approach of making results and knowledge available (dissemination), promoting results and the project in general (communication) and engagement of main stakeholders (bidirectional communication). The strategy that ReMAP will follow is to progressively increase communication and dissemination activities as the project results are obtained, going from initially assuring wide awareness of ReMAP project to creating favourable conditions for an early and wider uptake towards the end of the project.

4.1. Key focus areas and messages

In previous sections, we have identified the project objectives, how communication and dissemination activities will be used to achieve some of those objectives and how they will be used to maximize ReMAP's external impact. In this section we will define the main areas and messages that ReMAP will outspread close to the project's execution. Key messages can be divided into three main focus areas:

- a) Technological communication and dissemination which engages Advisory Board and Support Group members.
- b) Scientific communication and dissemination focused on informing the state-of-the-art advancements achieved by ReMAP, thus stimulating other researches in the field of CBM.
- c) Commercially oriented communication and dissemination directed to potential users of ReMAP's results.
- d) Story-oriented communication and dissemination aimed at informing the general public about the project objectives and impact.

The key messages will be updated along with the project implementation, and are related with its milestones and deliverables (see Appendix A, ReMAP Public deliverables timeline). In the following table we include the main core messages to be outspread during the project:

Table 4 - ReMAP Key messages

Timetable	Key message	Target audience	Related WP
	ReMAP is aimed at paving the way for a future implementation of Condition Based Maintenance in the European aviation industry	General Public Press	WP1 WP9
	ReMAP will implement state of the art probabilistic algorithms, physics-based models, online computing and	Industry Scientific Community	All WP

Year 1	innovative sensing technologies to collect and process aircraft data		
	ReMAP aims at defining guidelines and standards for a successful implementation and certification of CBM technologies	Industry Regulators Policy makers	WP9 WP7
	We want to address your needs, concerns and constraints in our activities, join us in the project by giving us inputs	Industry Regulators Scientific Community	WP1 WP9
	We are collecting requirements and architecture for your IT platform, join us in this activity	Advisory Board Support Group	WP2
	These are our general IT platform requirements, we will keep on revising them, please help us improve them	Advisory Board Support Group	WP2
	Year 2	We want to address your needs, concerns and constraints in our activities, join us in the project by giving us inputs	Industry Regulators Scientific Community
We have done research in the high frequency acousto-ultrasonic sensor network, these are our results		Scientific Community Industry	WP3
We developed an invaluable SHM database from all sensing technologies (open data pilot)		Scientific Community Industry	WP4
We have performed some research regarding machine learning algorithms, these are our results		Scientific Community Industry	WP5
We have identified the main hazards and safety barriers related with CBM technologies		Industry Scientific Community Regulators	WP7
We are defining a plan for integration, verification and validation of ReMAP technologies, give us some inputs		Advisory Board Support Group	WP8
We are creating a common roadmap towards the implementation of CBM in European aviation, join us in this roadmap		Industry Scientific Community Regulators	WP9
ReMAP is aimed at paving the way for a future implementation of Condition Based Maintenance in the European aviation industry – in these two years we've achieved the following results		General Public Press	WP9
Year 3	We are revisiting our IT platform requirements, help us validate them	Advisory Board Support Group	WP2
	This is our contribution on the possible improvements to the sensor packaging and installations procedures	Scientific Community Industry	WP3
	We've developed diagnostic methodologies for composite airframe structures damage	Scientific Community Industry	WP4
	We've developed methodologies for system failures diagnosis and health management prognosis	Scientific Community Industry	WP5

	We are creating a white paper with recommendations for future CBM regulations, help us constructing this strategic document	Advisory Board Support Group	WP7
	ReMAP is aimed at paving the way for a future implementation of Condition Based Maintenance in the European aviation industry – in these two years we've achieved the following results	General Public Press	WP9
<i>Year 4</i>	We are providing an open IT ecosystem to enable the implementation of CBM	Scientific Community Industry	WP2
	We've developed methodologies for composite airframe remaining useful life prognosis	Scientific Community Industry	WP4
	We've developed a decisions-support tool for aircraft. Fleet maintenance scheduling and packagin	Scientific Community Industry	WP6
	These are our results regarding the dynamic safety assessment of CBM technologies	Scientific Community Industry	WP7
	These are the results that we've achieved with the laboratory tests	Scientific Community Industry	WP8
	These are the results that we've achieved with the operational demonstration and validation	Scientific Community Industry	WP8
	These are our recommendations for future CMB regulations	Regulators Scientific Community Industry Press General public	WP8
	These are our main results	Scientific community Industry Regulators Policy makers	WP9
	The main stakeholders in the CBM value chain, agreed on a common strategic plan for the future of CBM implementation in the European aviation industry	Press General public Scientific community Industry Regulators Policy makers	WP9

4.2. Communication and dissemination channels and materials

The variety of target groups demand the use of several channels for ReMAP effectively inform, communicate and engage stakeholders. To reach this wide audience, ReMAP uses a mix of traditional and online communication channels. Online channels include the project website, social media and e-newsletters whereas the traditional channels cover exhibitions, events, paper presentations, press interviews, TV interviews, seminars and meetings. Some have one-direction scope (aimed at informing the

target audiences) and other a bi-directional scope (aimed at engaging key stakeholders in the project). In this section we will be presenting the main channels chosen to support ReMAP communication and dissemination activities.

4.2.1. Project Website

The project website (available in <https://h2020-remap.eu/>) is one of the main communication and dissemination tools as it has the capability to address a wide range of stakeholders who can easily access the information they are interested in. It contains most of the important information about the project and will be frequently updated.

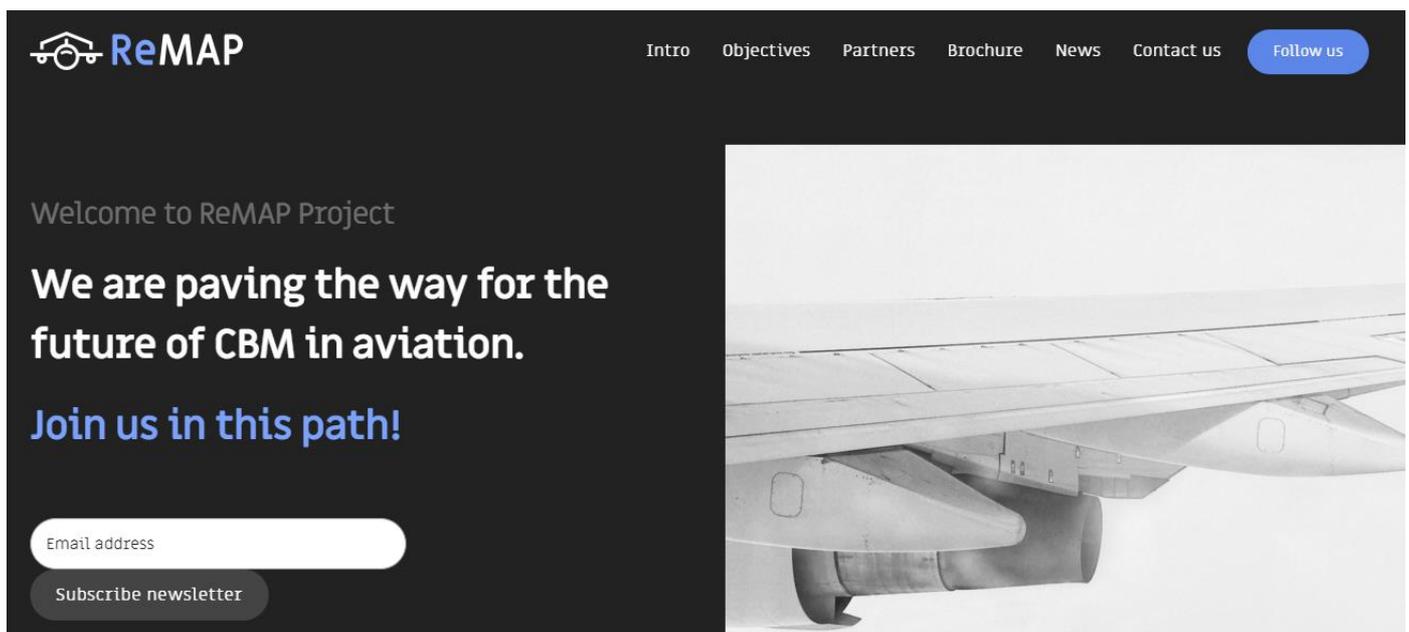


Figure 3 - Screenshot ReMAP website landing page

It was developed with a user-friendly design, so that the visitor can immediately get an overview of the project scope, using images, videos (only available in a second version forecasted for M2) and short written contents. All contents are written in English and most of them will be prepared with no-technical language so that the message can reach a wide range of audiences. A special attention is being payed to the implementation of good practices related with Search Engine Optimisation (SEO), allowing us to reach a wider range of stakeholders.

In its first version, the website is composed by one landing page and the following five pages:

- **Objectives:** In this page, the visitor can understand, in general terms, the main objectives proposed by ReMAP;
- **Partners:** In these pages, we find the identification of the consortium partners and respective logos. By clicking in the logos, the visitor is redirected by each partner official website;
- **Brochure:** The project brochure is aimed at providing some information regarding each partner and the main team that will be working on the project;
- **News:** In this page, the visitor can be informed about all news released by the project. This page will be frequently updated;

- **Contact us:** A message box is available in this page where the visitor can get in contact with the consortium and ask for more information, or ask to be a part of the project for example;
- **Follow us:** a button is made to connect through Twitter and LinkedIn.

In a second version (to be released by the end of M2), the following pages will also be included:

- **Deliverables:** This page will work as a repository for the project's public deliverables. The visitor will be able to download these documents;
- **Results:** This page will contain the main results achieved by the project, including texts and infographics using simple language to cover a wider range of readers.

In the website, the visitor can also subscribe the project e-newsletter and access our social media – read more about this in the following subsections. The project website is also redirecting the visitor to partners' own websites.

4.2.2. Partners' websites

Partners will use their own website to promote the general awareness about ReMAP project, namely in the areas that they are working in on the project. All pages must be ReMAP design-similar (used colours and images). The partners will, thus, make use of its own network of stakeholders to outspread the project, its activities and the achieved results. They will link to <https://h2020-remap.eu/>. This will improve the search ranking in Google.

4.2.3. Social media platforms

One of the most common tools used to engage a wide audience is through the use of social media networks. Posts will be shared to support the flow of news and content added continuously. The project's social media channels will also be supported by the partners' own social media.

ReMAP uses different social media channels to increase its visibility, share knowledge faster, promote results and interact with external stakeholders. Currently, LinkedIn and Twitter are already online. An Youtube Channel was created although it is not yet in the public domain (it will be public with the release of the project's first official video – M03). Research gate is also being considered as potential social media platform to be used by ReMAP.

Twitter

ReMAP's twitter-account is *@h2020_ReMAP*. Tweets are used to direct the audiences' attention to central information about the project (usually using a link to external relevant information, ReMAP website, for example); bring the audiences' attention to specific events, to relevant researches in aeronautics maintenance theme, etc.

Twitter is a much used channel by journalists. Twitter will, therefore, be used intensively in combination with press releases and updates of the website. In order to maintain a dynamic dissemination process, at least one tweet per week should be released. Although only communication and dissemination team members will have permissions to introduce tweets in ReMAP account, all consortium members are responsible to create and send contents to be published. Whenever relevant, either due to the theme parallel or because it related to the consortium members activities, ReMAP Twitter will do some re-tweets from external sources. This will help the project to enrich its message and keep a close link to its followers. The twitter-account will be mentioned in the

address-line of the consortium members. Every consortium member is invited to refer to this account in its tweets as well as to re-tweet content published in ReMAP Twitter account without prior notice.

LinkedIn

LinkedIn (account: *H2020-Remap*) will be mostly used to address industrial stakeholders, although other target audiences can also be included in some of communications. LinkedIn will be very important for opening business opportunities for the project's results. Internal and external events will be disseminated in LinkedIn account, as well as internal and external scientific investigations, as, of course the project commercial results. In order to maintain a dynamic dissemination process, at least one publication every 15 days should be released. Although only communication and dissemination team members will have permissions to introduce publications in ReMAP account, all consortium members are responsible to create and send contents to be published. Whenever relevant, either due to the theme parallel or because it related to the consortium members activities, ReMAP LinkedIn will share contents from external sources. This will help the project to enrich its message and keep a close link to its network. The LinkedIn account will be mentioned in the address-line of the consortium members. Every consortium member is invited to refer to this account in its publications as well as to share content published in ReMAP LinkedIn without prior notice.

Research Gate

Over the past years, research gate has been growing among the scientific community as a tool to disseminate papers, scientific conferences and similar events. ReMAP will be using Research Gate to disseminate its scientific results and to get in touch with other groups that are investigating similar themes. The account in this social media platform will be available as soon as the first scientific results from the project are disseminated.

YouTube

With over 1 billion users, YouTube is a far-reaching platform where ReMAP will be uploading and sharing own videos. Central audiences are journalists and general public. ReMAP's Youtube channel will be publicly released as soon as the first official video is launched (forecasted to M3) and as in all social media, through the project website all stakeholders have direct access to ReMAP social media accounts. During the project, we forecast the release of a total of four videos. Typically, these are short videos (2-5 min) where the consortium presents the project and the work being performed. The videos can contain interviews or be constituted only by infographics. ReMAP communication and dissemination team is responsible for releasing the project videos. Whenever a partner wants to share a video published in ReMAP YouTube account, he can do it without prior notice. If needed, the project videos can also be shared outside the YouTube channel, by sending a request to remap_communication@ipn.pt.

4.2.4. E-newsletters

Every 6-months, ReMAP will release an e-newsletter to disseminate results achieved by the project and to announce or report the activities promoted by the consortium members. Every newsletter will have a "Get to know us" section where we go a little bit deeper in knowing one (in some, two) of consortium partners: work fields; main projects/products/services; awards, etc. These newsletters can also include other information related with aircraft maintenance, CBM, or other related to the project activities. This

will raise awareness regarding these areas state of the art, challenges, events and other contents considered relevant to the theme.

ReMAP e-newsletter will be available online through the project website. Those visiting the website are able to sign up to receive the newsletter. Visitors can subscribe and unsubscribe ReMAP e-newsletters easily through the website. In order to maximize its visibility, the newsletter will be mentioned in every article published on the website.

4.2.5. Master student seminars

In order to bring the attention of young minds to the research that is being made in ReMAP areas, the consortium will put into place 6 master student seminars. Scientific partners such as the consortium Universities and research institutes will have a strong involvement on these activities. The seminars will take a research area investigated in the project, and explored in these master seminars. These seminars can work as an “Open day” in which master students from different courses can register and participate, or can work as a demonstration of contents being addressed in specific classes.

4.2.6. Open data repositories

ReMAP project will address significant attention to coordinate the intellectual property (IP) related with the current framework for data management and dissemination. The consortium will regularly assess which information shall be treated as candidate for IP protection – patent or trade secret – or if the information can be disseminated under the novel Open Access rules for H2020.

If agreed by the partner(s) who submitted a patent, after the confidentiality period ends, its content (or part of it) can be disclosed and published on Espacenet.

Trusted Digital Platforms, such as the 3TU.Datacentrum, will be taken in consideration to store the technical and scientific research of the project.

4.2.7. Scientific publications and conferences

Scientific publications and conferences are important dissemination channels for sharing ReMAP results to academic and industrial stakeholders, creating knowledge impact and enabling other researchers to use the results in their own work. The first submissions to conferences and papers will take place when substantial scientific results emerge from the project.

For scientific publications, ReMAP project will guarantee 'green' open access (self-archiving) for scientific publications, granting free internet access to the submitted version of the research articles and full access to the published articles after any embargo period. These papers will be submitted with the requested metadata to the Institutional Repository of Delft University of Technology (<http://repository.tudelft.nl>), or to the repositories of other partners. The project website will also provide a link to access these articles. The conferences that ReMAP partners are planning to submit publications are high impact, international conferences in the area of aircraft maintenance; aerospace and IT. In the following table we forecast the conferences which ReMAP finds interesting to disseminate the project. Since we cannot be certain regarding each conference participation, these conferences will be revised every year.

Table 5 - Targeted conferences for paper submission

Conference	Estimated date and venue	WP
International Workshop on Structural Health Monitoring (IWSHM)	2020, California, EUA	WP4
International Conference on Intelligent Systems Technologies and Applications	2020, Prague, Czech Republic	WP5
Airline and Aerospace MRO & Flight Operations IT conference (EMEA)	2020, na*	WP6
MRO Europe	2020, 2021, na*	WP6/WP8/WP9
IEEE International Joint Conference on Neural Networks (IJCNN)	2021, na*	WP5
Intelligent Systems Conference (IntelliSys)	2021, na*	WP2; WP5
Congress of the International Council of the Aeronautical Sciences (ICAS)	2021, na*	WP6
European Safety and Reliability Conference (ESREL)	2021, na*	WP7
Aerospace Europe CEAS Conference	2022, na*	WP6/WP8/WP9

* Not available yet

The following are the targeted journals for submission of publications:

Table 6 - Targeted journals for submission of publications

Journal of Air Transport Management (Elsevier)
IEEE Transactions on Intelligent Transportation Systems
Transportation Research. Part C: Emerging Technologies (Elsevier)
Transportation Science (INFORMS)
Composites structures (Elsevier)
ACM Transactions on Intelligent Systems and Technology
IEEE Transactions on Industrial Informatics

4.2.8. Events

To effectively ensure ReMAP's visibility and ensure a common understanding around the use of CMB technologies in the European aviation industry, partners will attend/organise several events, ranging from conferences, exhibitions, to workshops and strategic meetings, targeting different stakeholders.

ReMAP will organise two workshops where the Advisory Board and the Support Group will be invited to discuss the results of the project. These workshops will also be used to run trials with the IT platform, stimulating the use of the platform by the stakeholders involved. The workshops will occur as "side events" of major European aircraft/maintenance events (such as CEAS, MRO Europe,

PHM conferences), thus assuring the presence of the main stakeholders on the field. The first event will be organized in M34, aimed at discussing preliminary results from the project and assessing the market needs, for better definition of the ambition and interest for the demonstration tests. The second workshop will take place at M47, with the aim of disseminating final results, analyse market possibilities, and discuss the commitment to a co-created roadmap towards the exploitation of ReMAP's IFHM solution.

ReMAP project will present the project at least in 3 major aeronautics industry exhibitions, the first one around M18 and the second around M34, where intermediary results will be disseminated. The third dissemination event will take place at the end of the project, included or in parallel with the ReMAP final event. Whenever possible, the conclusions taken from ReMAP workshops will be disseminated in these events stimulating the involvement of more partners in the Support Group.

Finally, ReMAP will organise a wide-ranging final event at M48, predictably at Schiphol airport. This event will have the main goal of making a comprehensive dissemination of the project results and roll out strategy.

4.2.9. Press Releases

During the project, at least three press releases will be published in national and/or international newspapers; magazines and/or online media. The consortium will have regular contact with scientific and general press to ensure that they are informed about the project breakthroughs. Press releases issues are further detailed in Appendix D, Press Plan.

4.2.10. Printed materials

- Project brochure – besides the PDF version that will be continuously available in ReMAP website, the project brochure will have a printable version to be disseminated in ReMAP events (+100 copies)
- Posters (at least two versions, +30 copies)
- Roll-ups (one version, +5 copies)
- Leaflets (at least two versions, +400 copies)

4.2.11. Other channels and materials

Along with the channels listed below, ReMAP will communicate with stakeholders through e-mails, meetings, press releases, inviting to engage as well as doing presentations. At least three videos will be produced and disseminated within the 4 years of the project. The first videos will be focused on communicating the project objectives, strategies and expected impacts, while the videos produced after year 2 will bring the stakeholders' attention to the achieved results. The videos are max 2-3 minutes so it will be easily picked up and shared by the communication channels.

In principle, all videos produced in ReMAP will be publicly disseminated and free to use by all partners and press. Nevertheless, this does not exclude the need for previous notice (at least one-week notice) to the dissemination coordinator, Mónica Ferreira.

4.3. Communication and dissemination tools impact

As stated before the communication and dissemination of ReMAP project and results can take several forms and use a variety of media. Some activities are expected to have greater impact than others, and thus its pertinence must be measured by a balance between expected impact and effort put into it. The following evaluates the effort and impact of the tools that will be used in ReMAP project.

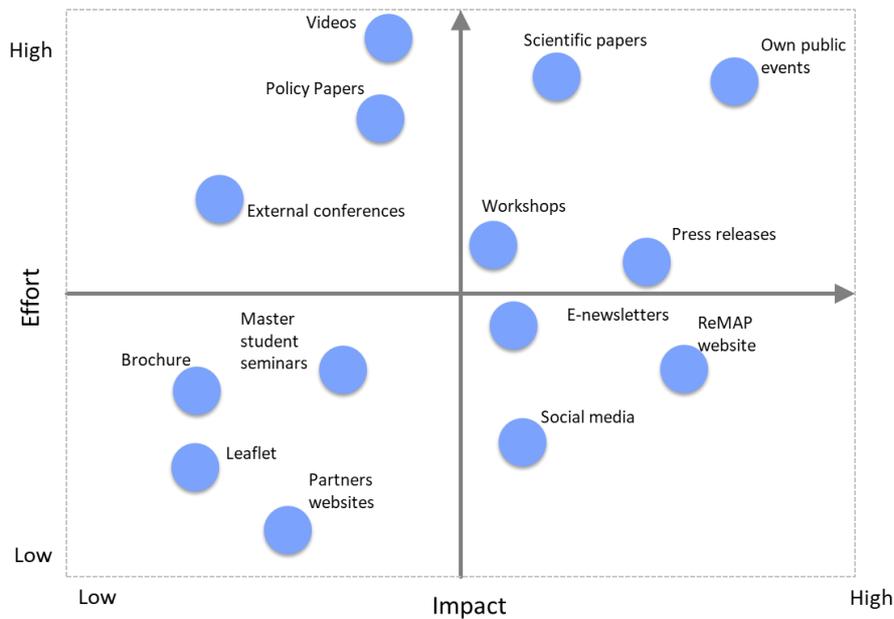


Figure 4 - Communication and dissemination tools impact

The impact/effort analysis to the communication and dissemination seems to indicate that there's a balance between these two factors, as the project does not have many actions that take high effort and low impact. On the other hand, there are several tools that, although we do not expect great impact from them, don't require a high level of effort.

5. Plan and execution

This section presents the overall communication and dissemination plans for ReMAP, spreading the messages and asking for inputs through the chosen channels by using different forms. As stated before, ReMAP’s strategy is to increase the communication and exploitation activities throughout the project grows in results.

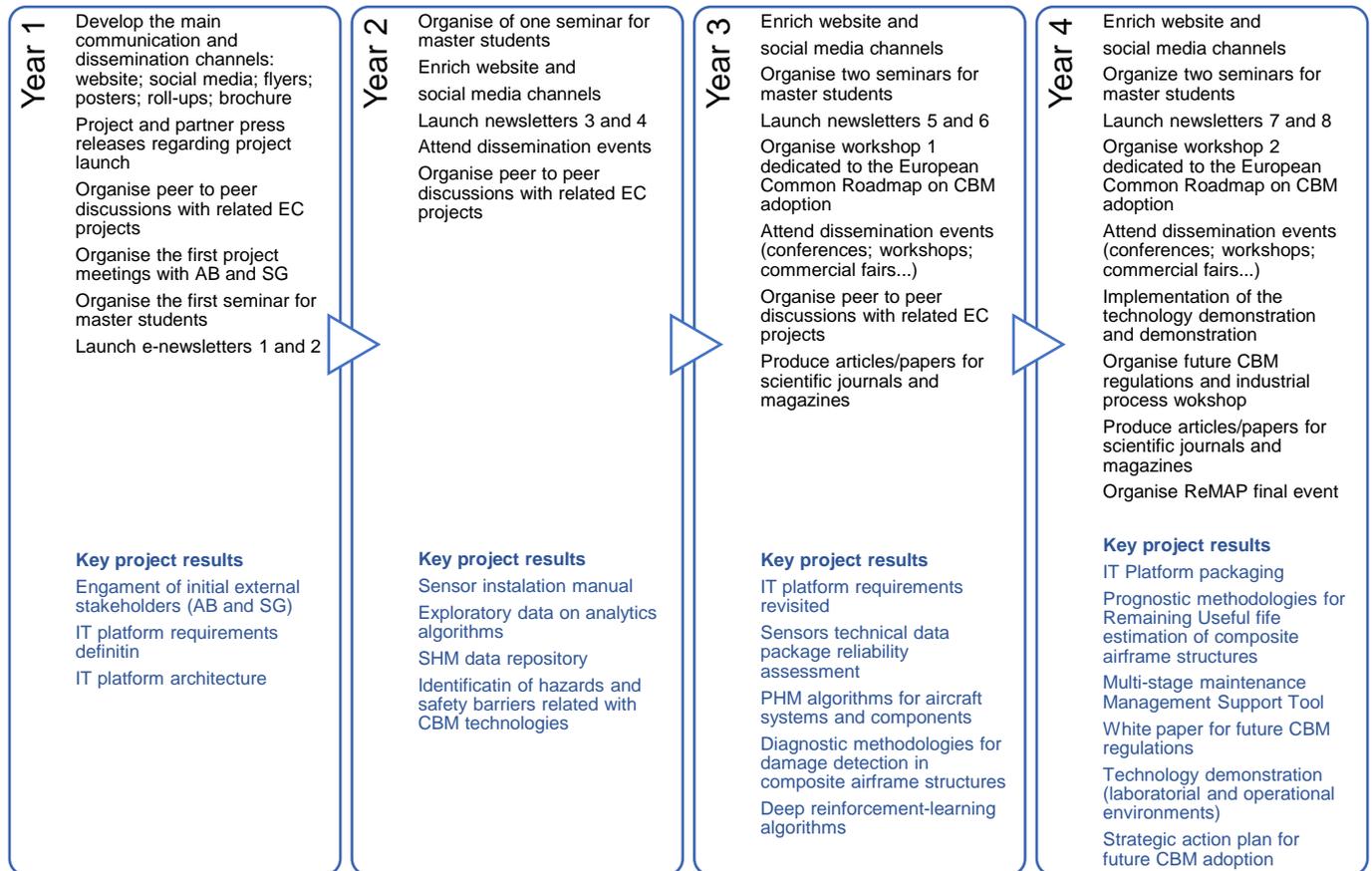


Figure 5 - Communication and dissemination overall plan

In the first year, information about the project and its vision is spread to all stakeholders; in the second year, focus will be on further engagement of stakeholders on the project activities and impact; in the third and fourth years, the aim is to demonstrate ReMAP results through the organisation of several events and activities. Key project results are listed to indicate the timing of associated communication and dissemination activities.

6. Measurement

To measure how the communication and dissemination activities meet the needs of target groups, ReMAP uses both quantitative as qualitative methods (KPIs and Impact Assessment) and see if adjustments are needed. The project will record and closely monitor results from the communication and dissemination activities, assessing the efforts continuously. Status and updates will be provided in periodic management reports.

6.1. Key performance indicators and project visibility

To measure communication and dissemination progress and impact at the project level, a number of quantifiable Key Performance Indicators (KPI) have been established. The values below state the expected number of new visitors; subscribers; visualizations, etc. for each activity.

Table 7 - Key performance indicators for communication and dissemination activities

Activity	Year 1	Year 2	Year 3	Year 4	Total
Number of unique visitors of ReMAP website.	100	200	250	500	> 1000
Number of new e-newsletters subscribers	20	25	30	35	> 100
Average number of new followers in social media platforms	30	55	60	65	> 50
Number of video visualisations	50	125	175	200	> 500
Number of workshops organised	2	--	1	2	>=5*
Average number of participants in ReMAP workshops	>20	>20	>20	>20	> 20
Number of presentations in scientific conferences	--	2	8	10	>= 20
Number of published papers	--	--	4	7	>= 11
Number of press releases (national and international)	2	2	4	4	> 10
Number of videos/films produced by the project	1	--	1	2	>=4
Number of seminars to master students	1	2	2	2	>= 6
Number of flyers/information material distributed	20	30	125	125	> 250

*includes WP2 and WP7 technical Workshops

The following table states the estimated number of persons to be reached by ReMAP communication and dissemination activities. These numbers reflect per year the number of new persons to be reached per category – Scientific, Industry; policy makers; general public and media.

Table 8 - Estimated number of persons to be reached by ReMAP, per category

Stakeholders category	Year 1	Year 2	Year 3	Year 4	Total
Scientific Community (Higher Education,	30	35	40	50	>150
Industry	30	35	40	50	>150
Policy makers	3	5	10	15	>30

General public	50	50	50	100	>250
Media	5	10	10	30	>50

6.2. Impact assessment

Communication and dissemination activities' quality will be assessed by IPN's team (Mónica Ferreira and Christine Windmeijer), with the contribution of the project Coordinator. Every 6-months, an internal report will be delivered by the communication and dissemination team, describing: all activities performed in the period; difficulties and challenges found; activities forecasted for the following 6-months period and if needed, methodology's changes to be implemented. Project partners shall report all activities performed to Mónica Ferreira no later than 30 days after the activity takes place. This reporting procedure shall include information regarding press coverage and activities' perceived feedback, as the following:

Press coverage

Partners report back on local press coverage to indicate the effect of communication and dissemination, measuring the relation between the messages and their perceptions. The result will indicate the interest demonstrated and can be used to adjust the strategy if needed.

Feedback

Feedback from events and meetings will be registered by the consortium partners, and any adjustments that need to be made will be considered. Feedback can help to evaluate the quality of the project outcomes, reveal of confirm stakeholders needs, visions and understandings of any given matter, measure the impact and indicate whenever a change need to me made.

7. Communication policy

This deliverable is a central guideline document for communicating and dissemination ReMAP to external stakeholders. In order to effectively plan, share and coordinate efforts in a project with 13 partners, ReMAP has established a set of policies in terms of internal communication, partner responsibility and obligations that are presented in this chapter.

7.1. Internal communication

A well-organized internal communication is crucial for the achievement of the strategic goals of the project and for making the processes as efficient as possible. To ensure proper capture of central results and their impact, a Communication and Dissemination manager has been assigned to coordinate these activities and for this purpose a shared workspace has been established in the project official platform, SurfDrive (see project handbook).

All partners have identified a communication representative, responsible for the activities at a partner level and for reporting back at project level. From the dissemination manager side, an internal list has been created (remap_communication@ipn.pt), in order to serve as an aggregator of all communication tasks.

Table 9 - Internal communication plan

Target Group	Focus	Channels	Timing	Level	Main partners involved
ReMAP partners	Know the common goals for communication and dissemination and commit to them	PPT presentations Shared workspace Meetings Mailing	Continuously updated (every year)	Keep informed regarding communication and dissemination activities performed Evolve partners in communication and dissemination activities	Communication and dissemination responsible All partners
Technical Committee	Provide status on the activities, KPI and impact	PPT presentations Meetings Mailing	Continuously updated (every 6-months)	Keep informed regarding communication and dissemination activities performed Evolve partners in communication and dissemination activities	Communication and dissemination manager
EC project officer	Make the project and its results visible Highlight the communication and dissemination impact	Mailing Meetings Reports	Yearly Reports Project Reviews	Keep informed	Communication and dissemination manager

7.1.1. Workflow

The following workflow relates to the following dissemination channels: project website; social media; press releases; project newsletter; presentations; project videos and publicity material (leaflets; roll-ups; posters and similar material).

The content's treatment is performed by Christine Windmeijer (PR4Innovation) and Mónica Ferreira (IPN), and the design by Nuno Eufrásio (IPN). As stated throughout this document, although the treatment has specific team members designated, all partners are responsible for creating content to be published in all communication and dissemination channels.

After treatment and before being published, all contents (including social media content) must be validated internally by Mónica Ferreira (1st Level validation) and, if necessary, by Carlos Bento and/or Bruno Santos (2nd level validation). The second level validation will only be activated if, by the sensibility or the suitability of the content, a second opinion is found necessary. The contents must be addressed to the official communication and dissemination e-mail: remap_communication@ipn.pt.

In the case of paper/scientific material production, the validation levels don't apply, although all partners must inform the dissemination team in advance that the material is being prepared, where and when it will be published.

7.2. Partner roles and responsibilities

All partners engage in general communication and dissemination activities at consortium level and partner level, as part of work package activities. Partners will work together in locating and organizing relevant activities and cooperate with external stakeholders to boost the visibility of ReMAP. In terms of contents creation, all partners are responsible for creating and sending contents to be communicated and disseminated through the project channels: Website; Social Media; Press releases. These contents can be news; events; videos; photos, etc.

Table 10 - Specific communication and dissemination roles per partner

Partner	Role in communication and dissemination activities
TU Delft	As project coordinator, TU Delft will: <ul style="list-style-type: none"> - Support the Communication and Dissemination Manager by identifying and providing key project results. - Ensure the active contribution of all project partners to dissemination and collaboration activities. - Coordinate ReMAP's communications with the EC project officer. - Manage the communication with external stakeholders (invitations).
IPN	As communication and dissemination manager, IPN will: <ul style="list-style-type: none"> - Communicate the project and its results at project level and specifically with regards to stakeholder involvement, business value, and project's impact. - Manage the project website and social media platforms, producing content. - Provide information material that supports partners in communication and dissemination activities. - Produce newsletters, press releases and articles.
Scientific partners:	
TU Delft ENSAM ONERA UPatras UCoimbra IPN	As Partners dedicated to high education and research activities, these consortium members will be specially involved in: <ul style="list-style-type: none"> - Ensure the implementation of the seminars dedicated to master students. - Disseminate ReMAP scientific results through papers' writing. - Identify and actively participate in relevant conferences and other science-related events. - Support the communication and dissemination manager in the content creation. - Provide dissemination manager with information about ongoing activities.
Industrial Partners:	
ATOS CTEC Embraer KLM OPT STEC UTRCI	As market partners, these consortium members will be specially involved in: <ul style="list-style-type: none"> - Support the communication and dissemination manager in the content creation. - Identify and actively participate in industry fairs and other market-oriented events. - Ensure a successful implementation of ReMAP demonstrations (pilots). - Provide dissemination manager with information about ongoing activities.

7.3. Commitments

As stated in the Grant Agreement (GA), all partners must engage in actively communicate and disseminate the project and its results by disclosing them to the relevant stakeholders. Specific provisions for dissemination (dissemination restrictions) are set out in the GA and the Consortium Agreement (CA).

The following sections list the most important aspects. Partners are advised to consult the GA and the CA for further details.

7.3.1. Advanced notice

Whenever a partner intends to disseminate ReMAP results, it must notify all partners:

- Prior notice of any planned publication shall be given to the other partners at least 30 calendar days before the publication (if not agreed otherwise). Any objection to the planned publication shall be made within 15 calendar days after the receipt of the notice. If no objection is made within the time limited stated above, the publication is allowed.
- A partner shall not include in any dissemination task another partner results or background without prior written approval.
- The use of partner's logos or trademarks requires prior written approval.

7.3.2. Open access to scientific publications

Partners must enable 'green' open access (free online access for any user) to all per-reviewed scientific publications relating to its results, in accordance with H2020 regulations⁴:

- Deposit a machine-readable electronic copy of the published version/accepted final peer-reviewed manuscript in a repository as soon as possible or on publication at the latest. Add research data needed for validation of the presented results. Where possible, the version deposited should be identical to the published version (in layout, pagination, etc.);
- Ensure open access to the deposited publication at the latest on publication if an electronic version is available for free via the publisher or within six months of publication in any other case as well as to the bibliographic metadata that identify the publication;
- Access to the publication and bibliographic metadata is available on the project website on publication or within six months of publication

Beneficiaries must also provide open access, through the repository, to the bibliographic metadata that identify the deposited publication. These must be in a standard format and must include the following:

- The terms "European Union (EU)" and "Horizon 2020";
- Name of the action, acronym and grant number;
- Publication date, the length of the embargo period (if applicable) and a persistent identifier.

⁴ Guidelines to the Rules on Open Access to Scientific Publications and Open Access to Research Data in Horizon 2020

These papers will be submitted with the requested metadata to the Institutional Repository of Delft University of Technology (<http://repository.tudelft.nl>), or to the repositories of other partners. The project website will provide a link to access these articles.

7.3.3. Acknowledgement of funding

Unless the European Commission requests or agrees otherwise, or unless it is impossible to comply for acceptable reasons, the acknowledgment of EU funding is obligatory in all communication and dissemination material within the project (in any form, including electronic). The EU emblem (EU flag) must be displayed together with the text referring the programme and the number of the grant agreement. When displayed together with another logo, the EU emblem must have appropriate prominence.

Example:

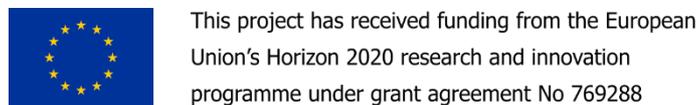


Figure 6 - Example of acknowledgment of funding

7.3.4. ReMAP Identity

ReMAP logo was chosen to illustrate an airplane at the hangar where maintenance activities take place.



Figure 7 - ReMAP logo

7.3.5. Disclaimers

Any dissemination of results (except scientific papers) must indicate that those only reflect the author's view, thus excluding the European Commission responsibility of the information it contains. Example:

The content reflects only the author's view. The Commission is not responsible for any use that may be made of the information that it contains.

A legal notice is added to project material when deemed relevant. Example:

This [document, presentation...] is intended for information about ReMAP project only. ReMAP Consortium makes no warranties, express, implied or statutory as to the information provided in this material. Neither the European Commission nor ReMAP Consortium are liable for any use that may be made of the information that it contains. All rights reserved. Copyright: ReMAP Project.

7.3.6. Public deliverables

All deliverables marked as public will be available to be downloaded on ReMAP website. Dissemination of results from deliverables classified as either confidential or restricted need to be approved by the Consortium or the involved partners before any release can take place.

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