WP10 – Exploitation, Communication and Dissemination

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Version History

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Abbreviation List

Abbreviation	Full Description
APIs	Application Programming Interface
C&D	Communication & Dissemination
CoA	Course of Action
CSIRT	Computer Security Incident Response Team
CTI	Cyber Threat Intelligence
CyS	Cyber Systems
DISP	Digital Infrastructure Service Providers
EC&M	European Citizens and Media
EDCC	Exploitation, Dissemination and Communication Committee
EU	European Union
EU-PM&PS	EU, Policy Makers and Public Sector
F2F	Face to Face
GA	Grant Agreement
GDPR	General Data Protection Regulation
IoB	Indicator of Behaviour
KER	Key Exploitable Results
KPI	Key Performance Indicators
MDR	Managed Detection and Response
MSSP	Managed Security Service Providers
NIS	Network and Information Systems
OCA	Open Cybersecurity Alliance
SC	Scientific Community
SDOs	Standards Developing Organisations
SEP	Security Equipment Providers
SOAPA	Security Operations and Analytics Platform Architecture
SOC	Security Operations Centre
SoMe	Social Media
T&IB	Trade and Industry bodies

Executive Summary

The cutting-edge technology adopted by organisations, in an attempt for their digital transformation, goes hand in hand many times with acquisitions of complex digital infrastructures and services. This complexity seems to cause serious issues, threatening the security of these organizations and making their systems more vulnerable to cyber-attacks. Resilmesh aims to help organisations achieve higher levels of security and resilience by providing them with innovative methods and tools. The purpose of this deliverable is to design a plan on how to involve, through communication and dissemination actions, all key stakeholders with the project's outcomes. First by introducing Resilmesh to them, then communicate the project's objectives and of course ultimately disseminate to them the produced outcomes that will be delivered within a time span of 36 months. The strategy featured in this document describes the different means, processes, performance monitoring and best practices that are vital for Resilmesh to achieve maximization of outreach and overall impact. The project will engage the relevant target audiences in all different stages of the implementation phase, and inform the wide audience on new ways and technologies that EU is funding, for a more secure computing and communications cyber systems (CyS) that support our everyday social and economic activities.

1. Introduction

1.1 Resilmesh Overview

The Resilmesh project contributes to the implementation of the EU Security Union Strategy, and in particular to the NIS Directive and the related Directive on Resilience of Critical Entities and the GDPR.
Resilmesh, is closely aligned with several specific measures indicated by the NIS directive including:
- i)   better sharing of threat intelligence.
- ii)   assisting CSIRT with improved monitoring and dynamic risk assessment and improved situational awareness.
- iii)   raising capacity and awareness, with the goal to increase the resilience of public and private entities against threats.

To this extent the project Resilmesh will develop a cyber situational awareness-based Security Orchestration and Analytics Platform Architecture (SOAPA) toolset, to improve digital infrastructure resilience. Through its 10 work packages, Resilmesh will put into implementation different tasks to deliver this toolset following a concrete time plan. WP 10 (being the Exploitation, Communication and Dissemination work package)

will cover all actions regarding the facilitation of the technology uptake of the results through: i) powerful communication and dissemination campaigns for stakeholders' engagement; ii) dissemination and exploitation of knowledge produced within the consortium partners; iii) IPR positioning and IPR strategies; iv) commercial exploitation through a sound business plan regarding the project's results.

1.2 Description of Deliverable

This deliverable titled as "Dissemination and Communication Plan v1", is produced within the context of the task T10.1 "Communication and Dissemination Strategy" and depicts the first version of the Dissemination and Communication Plan of Resilmesh, including a brief exploitation approach regarding the project's outputs overall. This deliverable aims to maximise impact, ensuring a targeted outreach to all different audiences (as described below in Section 2.2) of the project's results.

The structure of this deliverable consists of seven sections:

- The **Introduction**, addressing some points regarding the project overall.
- The **Communication & Dissemination Strategy,** featuring all steps, stages and actions of the plan that will be implemented throughout the whole lifecycle of the project.
- The **Exploitation**, presenting a short brief of the overall exploitation approaches of Resilmesh giving a direction regarding the exploitation of the projects results. The full exploitation plan and results will be featured at a later stage of the project, through the deliverables D10.5 Exploitation and Market Readiness v1(M18), and D10.6 Exploitation and Market Readiness v2 (M36).
- The **Performance Indicators**, where all the key performance indicators for the dissemination and communication actions are presented, including the monitoring process of the implementation and the risks mitigation actions.
- The **Internal Communications** will highlight the way the consortium partners will cooperate to achieve the milestones and KPIs of the WP10 securing the reputation of the project.
- The **Ethics & Legal compliance,** which refers to all processes securing personal data throughout all activities of the project.
- The **Conclusions**, which summarises the main points of this deliverable.

Based on this structure, and following a time schedule the consortium aims to efficiently accomplish all relevant action points.

2. Communication & Dissemination Strategy

2.1 Objectives

Before proceeding with the description of any activities that the consortium will adopt to communicate the project and disseminate its results, we need to identify and list the main objectives the partners are aiming to achieve by implementing a Communication and Dissemination Strategy. These objectives are:

- Design and implement powerful communication and dissemination campaigns engaging the key stakeholders.
- Ensure that the knowledge produced is effectively disseminated within the participant organisations and targeted audiences.
- Contribute to the maximation of the project's impact and project's outreach.

Having set the above goals, the consortium will capitalise on the guidelines distributed by the EC regarding ways and channels to better communicate the project.

2.2 Target Audiences

The next key step after setting the goals when designing the strategy is to clearly know the stakeholders you wish to target. Resilmesh, will focus on eight specific target groups as shown below. In each category we will target organisations of different sizes and mostly within Europe (but not exclusively).

1. **Digital Infrastructure Service Providers (DISP)**
   Resilmesh will help them improve security and resilience through managing complexity in their infrastructures and services.
2. **Cybersecurity defence teams (CSIRT)**
   Resilmesh will provide them with tools to improve SOC (security operations center) efficiency, as well as attack detection and response.
3. **Security Equipment Providers (SEP)**
   Resilmesh AI components can help them gain a competitive edge.
4. **Managed Security Service Providers (MSSP)**
   Resilmesh provides a full stack ready to go MDR (managed detection and response) solution that can be deployed either as local backend or as a cloud solution.
5. **Scientific Community (SC)**
   Resilmesh drives development and deployment of novel cybersecurity approaches and will open new fields of research, helping broaden opportunities in research funding.
6. **Trade and Industry bodies (T&IB)**

Resilmesh is developing tools and processes that can help improve cybersecurity and cyber-resilience for its members.

7. **EU, Policy Makers and Public Sector (EU-PM&PS)**
   Resilmesh provides tool to combat security related risk and hence strengthen the resilience of European critical infrastructure.

8. **Standards Developing Organisations (SDOs)**
   Resilmesh will augment existing CTI sharing taxonomies and will align with ongoing efforts to standardize interfaces such as the OASIS CACAO project to develop standard attack response playbooks.

9. **European Citizens and Media (EC&M)**
   Resilmesh aims to improve the quality of living for European citizens though securing critical services and networks.

The Consortium has identified these strategic target audiences which will be reached via a number the different dissemination and communications actions. The engagement of these audiences is of major importance during the implementation phase of the project, aiming to maximise the project's outreach and impact. More on the activities and ways of their engagement can be found in Section 2.8 "Stakeholders Engagement" of this document.

The two tables below depict the audiences that will be targeted via each action.

Dissemination Channels							
Technology Exhibitions/ Fairs	Summer Schools	Capacity Building Excercises	Partner networks	Workshops	Trainings	Conferences	Scientific Publications
DISP ●	●	●	●	●	●		
CSIRT ●	●	●	●	●	●		●
SEP ●			●	●	●	●	
MSSP ●			●	●	●	●	
SC	●	●	●	●	●	●	●
T&IB ●			●	●	●	●	
EU-PM&PS			●	●	●	●	●
SDOs			●	●	●		●
EC&M ●	●	●	●	●	●		●

Table 1 Target Audiences and Dissemination channels

Communication Channels				
Project Website	**Press Releases**	**Blogs & Social Media**	**Newsletters**	**Webinars**
DISP ●	●	●	●	●
CSIRT ●	●	●	●	●
SEP ●	●	●	●	●
MSSP ●	●	●	●	●
SC ●	●	●	●	●
T&IB		●	●	●
EU-PM&PS ●		●	●	
SDOs ●	●		●	
EC&M ●	●	●	●	●

Table 2 Target Audiences and Communications channels

2.3 Visual Style Guide

As a key element of each communication strategy of all successful EU funded projects, the logo and visual style of Resilmesh has a prominent position. The Resilmesh project's Visual Style was developed at very early stages creating a brand identity for the project. The project's Logo has been developed around the concepts of **resilience** and **mesh**. **Resilience** was taken in the context of Critical Infrastructure's capability to reduce the size of the impact of an emergency and shorten the duration of failure or disruption of a related function. **Mesh** was used in the dual context of

- a microservice infrastructure mesh on top of which the Resilmesh project builds a cybersecurity application mesh.
- the integration and interoperability through a mix of open standards and interfaces, proprietary APIs, and point integrations.

The Resilmesh Logo is composed of simple points or dots that form the shape of a curve, followed by the word "Resilmesh" in a rather friendly geometric typeface (All Round Gothic), and the tagline "securing cyber infrastructures" in a rounded, equally friendly, geometric typeface (Como).

The Logo itself is overall rather warm and friendly, with a subtle charm, which is accentuated by its magenta hue, and balanced by the more serious, dark blue tone.

Figure 1 Resilmesh Logo in "normal" and "negative" versions

To extend the Resilmesh Logo system, a Favicon was designed, using a single dotted stroke circling around the initial letter "R". The Favicon may also be used to represent the project in other instances where the regular horizontal Logo may not be suitable.

Figure 2: Resilmesh Favicon

Beginning with the two colours that were used to design the main logo of the project, we used Veli's colourpedia to identify the Magenta Hue as "Amaranth", and the desaturated dark blue hue as "Pickled Bluewood".
We defined several shades for each of the hues, as well as a gradient from Magenta to Dark Blue, which we found interesting to use in certain instances.
Finally, we defined 4 additional accents. The very light gray (almost white) that we use in the Logo's negative version to render "mesh" with, and which was identified as "Black Haze". Three more accent colours were defined, which would be useful in the creation of office templates, but also in choosing colours to substitute one of the main ones. Due to its intense nature, we determined we cannot use the magenta hue in abundance, so we needed two alternatives, one that was equally energetic but less intense – identified as "Picton Blue", and one that was less saturated and a bit closer to coral or peach, identified as Tonys Pink. Our last choice of accent was a dark Violet Hue that could be chosen to replace "Pickled Bluewood" when a more vibrant and warmer scheme would be necessary. It was identified as East Bay.

Figure 3: The Colour Palette of Resilmesh project

Designed by [Ryoichi Tsunekawa](), All Round Gothic and Como were the building blocks of the Resilmesh logo and both became integral to the project's identity. All Round Gothic was selected for headings and larger text. All Round Gothic is a font family inspired by classic sans serif fonts such as Avant Garde Gothic and Futura. All Round Gothic is a structured geometric sans, but also creates a sweet and cute atmosphere by removing unnecessary stems. With their bowls shaped by not-perfectly-geometric circles, All Round Gothic makes an organic impression in some degree. It has clean and legible but soft and friendly letterforms.

The Como typeface was chosen for larger bodies of text. Como is a modern rounded sans-serif family. The sophisticated geometric design gives them universality, neutrality and sense of unity for the use in all media, all purposes. The rounded ends characterize this family, making the letterforms very friendly and natural.

In the case of Web Design, and to facilitate ease of access, we used Google Font alternatives: For Headings the Poppins family was selected, whilst for larger bodies of text we chose the Nunito family.

The primary type of visual that we decided was important and would complement the project in a great way was an abstract rendition of the concept of a mesh. This visual represents many interconnected dots that form a larger whole – a mesh that is caught in "distortion". The mesh is being tested, but it shows resilience, being elastic and supple, we found this a perfect visual metaphor for the project.

Figure 5: "Mesh" abstract visuals

Beyond the concept of the mesh, we have also chosen several other styles which we also feel match the project closely: Architecture with interconnected elements, such as criss-crossing arches, a plex or a grid, visuals that have a "papercut" style showcasing different shapes and elements in layers, and halftone designs using multiple dots or points to render something bigger.

Lastly, we also found the concept of a spherical grid interesting, and decided to use it in combination with the concept of "mesh" for the presentation of the project partners.
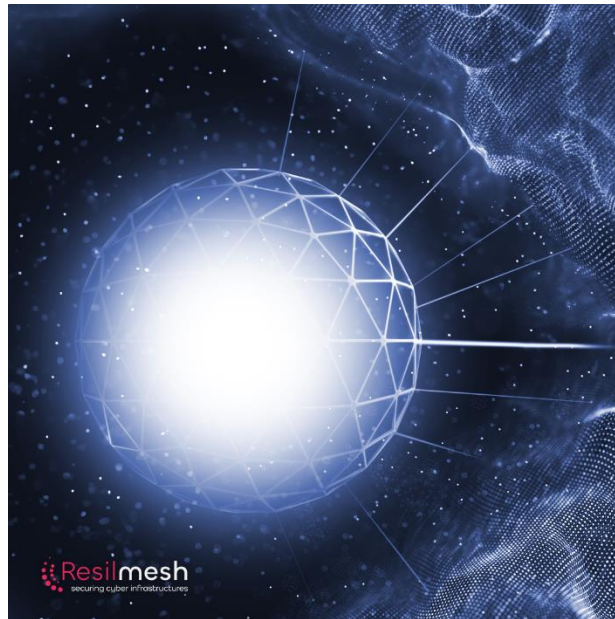
Figure 6: Social Media Banner using the Spherical Grid and "Mesh" elements together

In the context of Resilmesh, the project's visual style is expected to be an adjustable, dynamic, living design system that will adapt to the project's needs during its various phases, and accommodate the evolving communication strategy throughout the project's life cycle, and beyond.

2.4 Channels and Media

A strategic combination of Communication and Dissemination channels and media, the right communication materials (Section 2.5), and a number of Events & workshops (Section 2.6) will run during the entire project's life cycle. All this will enhance Resilmesh's visibility and raise awareness of the project among the targeted stakeholders, drive the dissemination of the project's results and ultimately demonstrate how EU funding fosters radical information.

2.4.1   Website

The Resilmesh website will be used both as a communication and dissemination channel featuring information for raising awareness on what the project is about, and what it is aiming to accomplish, while at the same time it will operate as a repository for all publicly available knowledge and documents that will be produced during the 36 months of the project. The website will be the focal point of Resilmesh communications, hosting the project's news, blogs, press releases, newsletters, social media, consortium information, contact details, and any other relevant promotional material that will be produced as the project progresses. As a strategic decision, the website was launched at a very early stage of the project's cycle, namely month 2

(November 2023) and it will be constantly updated with information and relevant sections.

Web link: https://Resilmesh.eu/
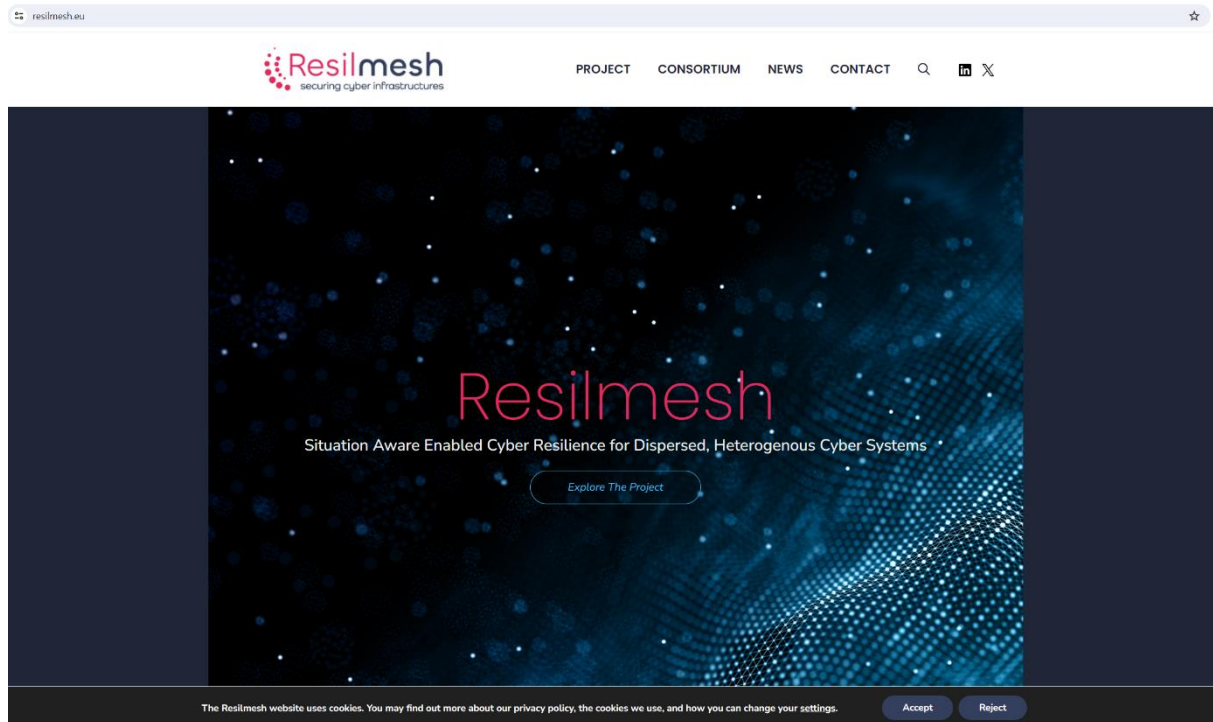
Figure 7 Resilmesh homepage

Since the project is going to run 2 Open Calls, a dedicated section at a later stage will be featured in the Resilmesh website (more details are defined in Section 2.7). Digital Banners on the website will direct the visitors to the specific web section for promotional reason. Before the end of the first year of the project a few more sections additions will be completed facilitating the browsing experience of the visitors.

2.4.2   Social Media

The social media (SoMe) of Resilmesh will be the main communication channels encouraging a two-way exchange of information (through reactions and comment sections). Based on the thematic orientation and the scientific area Resilmesh deals with, the social media strategy will focus initially on a **LinkedIn** account and a **X (Twitter)** account that seem to have a greater impact to the scientific community of professionals. At a later stage the project will promote a **YouTube** channel featuring any audiovisual material that will be produced during the project's lifecycle. Another strategic decision, made by the consortium, was that the social media accounts (like the website) should also be ready and launched in month 2 of the project (November

2023) covering any updates of the project and building awareness from the start of the project.
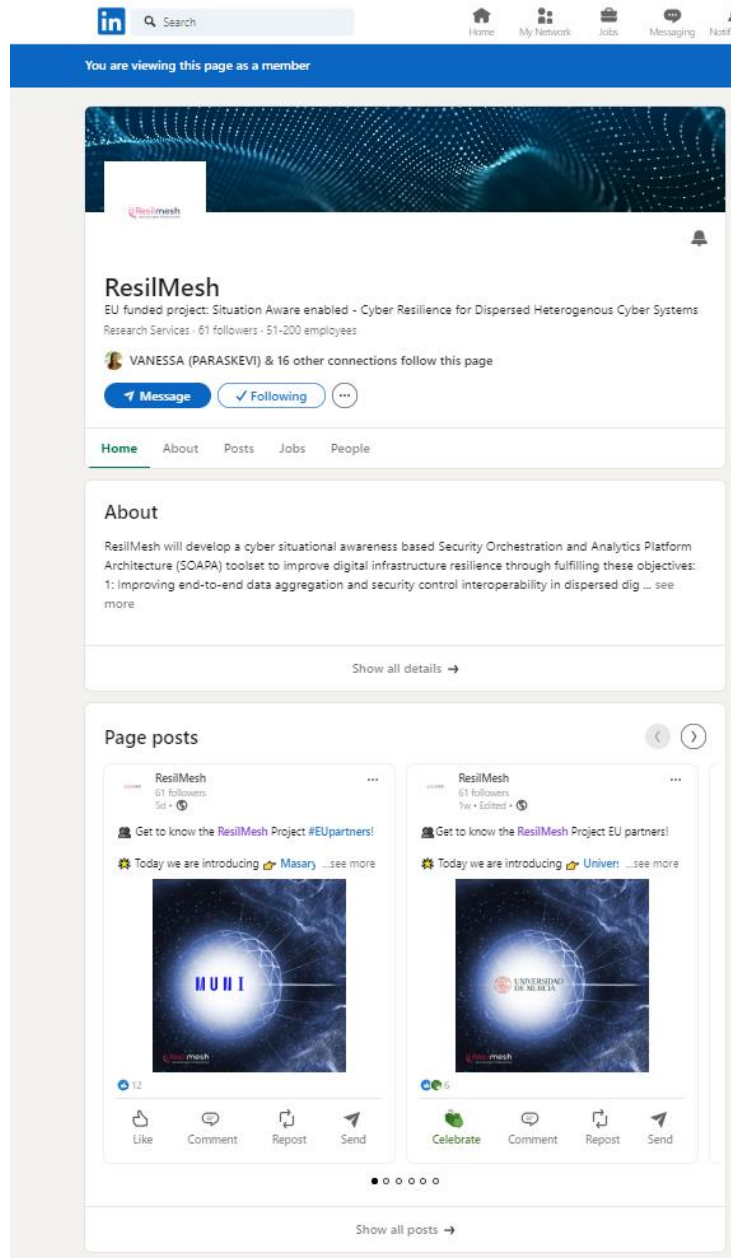
LinkedIn account:
https://www.linkedin.com/company/Resilmesh

Figure 8 Resilmesh LinkedIn account

Twitter account:

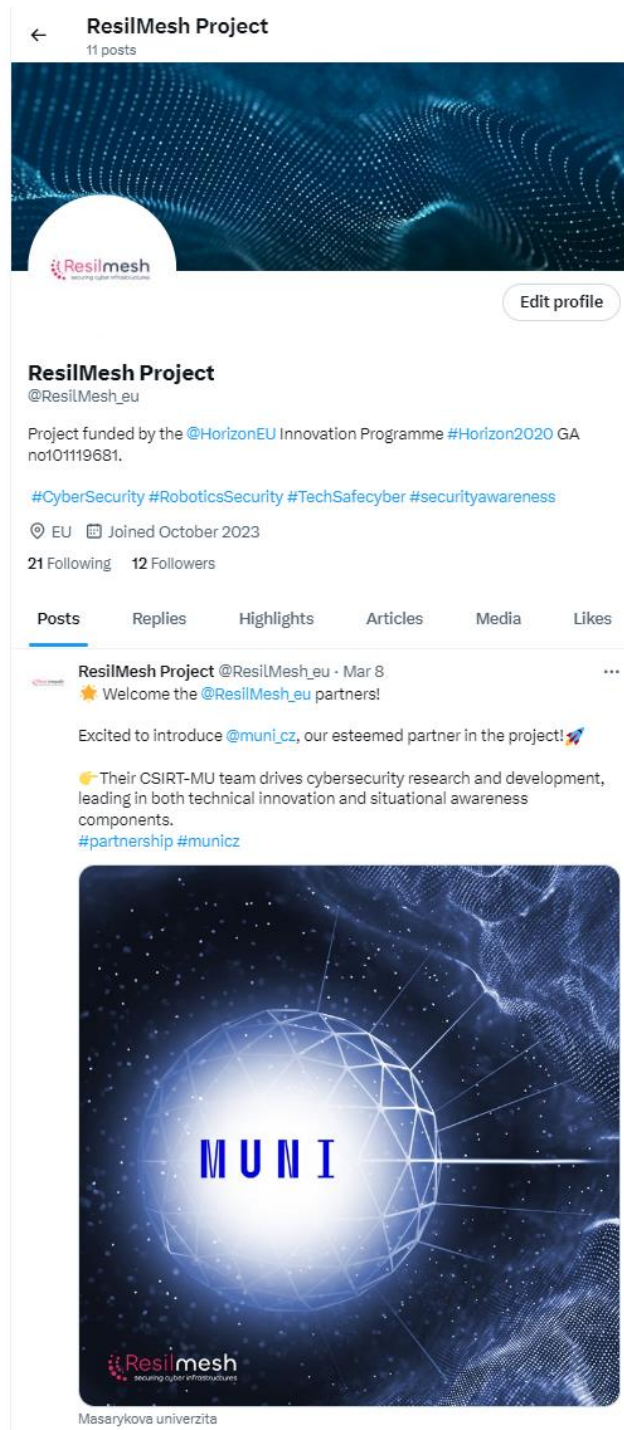https://www.linkedin.com/company/Resilmesh

Figure 9 Resilmesh Twitter account

The overall strategy of the SoMe will have the following focus:
- Gain followers.
- Engage the target audiences.
- Maximize the outreach.

The posts will have a frequency of one or two posts per week. To achieve a consistent feed of posts we will plan specific campaigns. Initially we will focus on the three types of contents below:

"Get to know Resilmesh Partners" campaign - Creating awareness on the Consortium Partners profiles and roles in the project.

"Resilmesh in a nutshell" campaign - Creating awareness about the project's objectives, the project's aspirations and added value in securing critical infrastructure from cyber threats.

"You can't secure what you don't understand" campaign – Using this tagline that incorporates the mentality adopted by partners to solve complicated issues of securing Cyber Systems (Cys), we will attempt to familiarize the wider audience with trends, facts, terminology, using a simple language and make them feel somehow more related and aware of the Cyber Systems and the vital need to secure them.

These three thematic types of SoMe campaigns might be interrupted by project news and updates, ensuring the momentum of the project's progress. At a later stage new campaigns will be launched according to the project's objectives and results.

A dedicated hashtag of the project *#Resilmesheu* will be used consistently, grouping all related information of the project, especially during events and physical interactions in workshops and conferences.

Mentions (@) within the post of relevant accounts (in or out of the consortium), will function as amplifiers i.e. encourage others to share and promote the project's posts to their audiences.

2.4.3   Publications

Given the large percentage of partners representing Universities and Research Centres, Resilmesh aims to achieve a high number of publications by the end of the project. Over 15 publications will be delivered by partners targeting major journals and conferences, some of which have already been identified and listed below:

International Conferences:

- Conference on Availability, Reliability and Security (ARES);
- IEEE Conference on Research in Attacks, Intrusions and Defenses (RAIDS);
- Conferences on Communications and Network Security (CNS);
- IEEE Trust, Sec. and Priv. in Comm (TRUSTCOMM);
- IEEE Symp. on Priv. & Sec. (SOSP); ACM Cyber. Phy. Sys.; Netw. & Sys. Sec;

Journals:
- Fut. Gen. Comp. Sys. (FGCS);
- Computers and Security;
- ACM Trans. Priv and Sec (TISSEC),
- Jour. of Netw. and Syst. Mgt (JNSM),
- Sec. and Comms. Networks (SCN);
- ACM Tans on Priv. & Sec.

Propositions and Recommendations for Journal and Paper calls will be collected in a dedicated Microsoft Excel-based tracking template that will be used as the source for upcoming events, recommendations for events participation, call of papers and so forth.

This template can be reached on the Shared Drive of the project used as document repository by the Consortium partners only.

2.5 Communication Material

2.5.1   Press Releases

Press Releases will cover major accomplishments and milestones of the project during the implementation phase. This type of material will either precede of a significant event or follow it. Press Releases featuring information about upcoming actions or outcomes, will be shared among the consortium partners to further distribute them to their network of journalists and publish them in local, national mainstream and specialised media outlets targeting as wider audience as possible.

The plan is to release at least 2 press releases per year, and report the media and channels they are released in order to monitor their performance and outreach.

2.5.2 E-newsletters

Another means of communications for Resilmesh progress and results will be a series of e-Newsletters that will be released periodically, and more specifically twice a year. The launch of the first eNewsletter will be after M06 when the consortium will have some initial results to share with the relevant communities. A total of six e-Newsletters will be produced including updates, project progress and milestones. Additionally, they will be used as a means for better reaching out to the targeted audiences for instances such as the submission results for the Open Calls that will be launched within the project's framework. The format of the Newsletters will be a digital version only, distributed through the social media of the project (as links, slides shows) and most commonly via the newsletter feature provided by LinkedIn. We will capitalise on this easy-to-use service of LinkedIn which gives the option to immediate access and close follow of the updates of a project, with the option to subscribe to the full series of the Resilmesh eNewsletters. The eNewsletters will aim to catch the audience's attention through an easy and well comprehensive language (in English) complying with the visual identity and style as described earlier.

2.5.3 Blogposts

Resilmesh blogging will serve as an online project journal sharing interesting information, milestones and other findings related to Resilience of Cyber Systems, Cyber Threat Detection, Cyber Attacks combat, New methods and systems for critical infrastructure cyber resilience and so forth. Although the writing approach will be scientific, too complex and too technical language will be avoided (papers and publications will cover this side of the project's research results). Approximately every 2 months one of the partners will create a blog post in a subject related either to their contributions to the project, or to an area that is of general interest yet relevant to the project's thematic areas. A total number of 14 blog posts is proposed to be delivered by the end of the project, starting from M09. The blog posts will be hosted on the project's website and they will be shared via the social media accounts and the eNewsletters.

2.5.4 Other promo material

Project flyers, banners, roll-tops and other similar relevant promotional material will be produced enhancing the project's identification and visibility digitally or in physical space during different events. The aim is to capture the audience attention encouraging through them stakeholders' engagement either during or even after the event. In this first version of the C&D plan the material mentioned below will be

produced for different occasions and according to the project's needs. The language used in will be primarily English, as it is the main communication language of the project. However, it will be highly considered to translate the material into other consortium languages if a partner believes that this will be a better option for better communications results.

2.5.4.1 Flyers & Banners

Print-out Brochures, digital flyers, digital banners and roll ups banners will be produced covering the needs of the project for participation in various physical presence conferences, or for enhancing the digital presence of the project for other occasions (i.e. advertise and promote the Open Calls, a workshop etc).

2.5.4.2 Infographics/Posters

When necessary, the consortium will produce Infographics in digital format that will be used to present in a clear, well comprehensive and immediate way some interesting outcomes of the project, shared via social media and reaching out as many stakeholders as possible.

2.5.4.3 Audiovisuals (short videos)

Short videos as clips of seconds for social media mainly, will be created enhancing the campaigns' impact. Other types of promotional videos are considered to be produced in collaboration with the partners and depending on the needs of the project.

2.6 Events and workshops

The project aims towards strong visibility, awareness creation and knowledge transfer through a continuous participation in events such as **conferences exhibitions, demonstrations, workshops** etc. Through these activities the objective is to demonstrate how innovative ideas can be turned into prototypes and attract the practical interest of the industry and the wider community. Some events we have identified are:

- FIRST events,
- CyberTech Europe,
- CyberSecurity Expo

Another goal is to hold workshops and demonstrations to engage cybersecurity practitioners and technologists, provide detailed information about the project outcomes, get feedback on the technical choices project made on implementation, APIs and processes.

Other WPs will often feed WP10 with delivered results bringing all WPs in close collaboration with WP10. For instance, within WP6 Resilmesh will hold two large scale cyber range capacity building exercises in year 3 aiming at capacity building for critical infrastructure security teams. These events will engage and train practitioners in the use of the Resilmesh platform to combat potential attack scenarios.

The project will organize **three workshops** to support knowledge dissemination and exploitation. These workshops will be collocated with other events of interest to raise awareness on the advance in technological, legal and socio-economic developments that the project will brin such as the use of CoA playbooks for resilience preparation, methods for resilience self-assessment etc. These workshops will take place after the M10 of the project when the implementation has a flow and some first results have been produced.

2.7 Open Calls Outreach

Open Calls outreach is an integral part of the dissemination and communication strategy aimed at attracting external participants to apply for Resilmesh Open Calls. After establishing target audiences (Chapter 2.2), tailored messaging and proper communication channels play an important role in attracting the right external stakeholders to apply.

In the scope of T9.2 "Call for action", partner F6S will (with the support of partners JR, UMU, TUS, KEMEA) set up all required Open call documents: open call text, guidelines, materials, contract templates, proposal templates, communication key messages and programme value proposition. In the light of this deliverable, it is important to underline that all the items will be in line with the branding and visual identity of the project in order to ensure the recognizability of the project through the Open Calls.

Furthermore, in the creation of any aspect of the Open Calls campaign, special attention will be on addressing gender issues and on language accessibility. For example, the language used in the dissemination and communication materials and activities of Resilmesh will avoid gender stereotypes by being proactive and gender-inclusive in the selection of images to be used across the project website and other dissemination and communication channels (including women in active roles). The C&D team of Resilmesh will also aim to avoid technical language and terminology where possible to make project results available and understandable also among wider audience.

The activities covered by Open Calls outreach include but are not limited to: dissemination through various social network channels, partners networks and EC

events/contact points, the realization of 2 webinars foreseen in order to best present the project, Open Call and provide opportunity to address any questions live.

Upon the creation of the project visual identity and materials, during the Open Call campaign, these materials and templates will be used to create a dedicated Open Call media kit. The package will include press release, social media visuals and communication key messages, as well as any other posters, banners, flyers, roll-up or other material necessary to best present project in an Open Call campaign. This will be made accessible publicly and easy to download from the Resilmesh website.

2.7.1   F6S Platform

The F6S platform has been selected as the official tool used to receive and manage proposals of the Open Calls, ensuring a hassle-free submission process of applications. Within F6S platform, Resilmesh dedicated page will be created and updated with information about the Open Call, in accordance with information presented on the project website.
Applicants will be required to use only F6S platform as means of officially submitting their application for the given Open Call. Another possibility that platform offers is the space on the platform to directly engage with both Call organizers and other applicants, writing and commenting on the project discuss page.
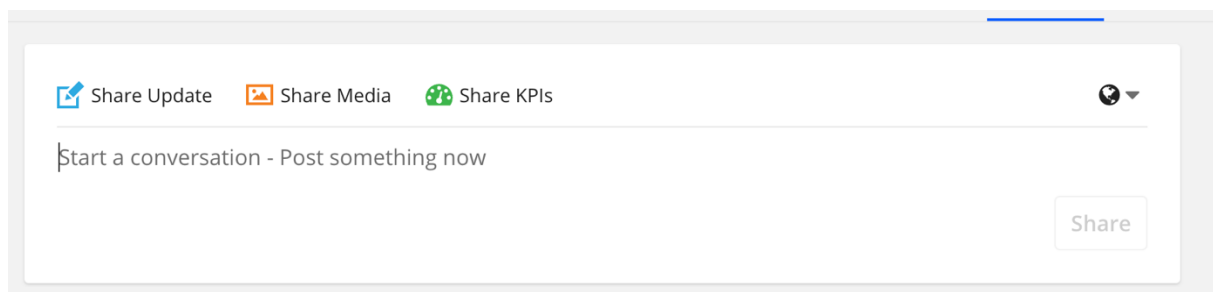
Figure 10: Snippet from F6S platform/ organization's discuss page

In order to maximise the outreach, alongside the usual communication measures by Communication Manager of the project (PR, email outreach, newsletters, synergies with projects and events, etc.) the F6S platform can be used for a more niche approach. The F6S Scouting Team can find highly qualified applicants fitted for the Open Calls. The result of the scouting is typically a list of 30-40 companies/contacts that can be invited to apply for a specific open call. This scouting process is not meant for mass dissemination, it is used to find the startups/SMEs that best fit each Open Call (quality over quantity).
Finally, the consortium will take advantage of another feature: targeted emails. More than 4.7 million founders & startups are on F6S so in order to find the best potential

applicants for the Resilmesh Open Calls, a targeted approach will be implemented based on keywords related to the project topics.

Through the Open Call process, Resilmesh will get great chances to maximise the overall outreach of the project bringing together a significant amount of experts of cyber security, the Industry and the eventually the policy makers.

2.8 Stakeholders Engagement

Stakeholders are defined as any individual or organization that may be impacted, affected or influenced by the progress achieved through the Resilmesh project. In Section 2.2 (Target audiences) in tables 1 and 2 we have analysed the project's initial target groups who are considered as the Resilmesh stakeholders. In that section we have also identified the right communication strategies that are recommended for each one of them.

Additionally, we have considered some <u>Dissemination Instruments</u> that will help these target groups to better understand and ultimately benefit from the insights and tools developed within the project - preceding and evolving together with exploitation planning. An initial analysis of the target groups has led us to select eleven instruments. Aligned with the dissemination directions mentioned earlier, they will be used to circulate project results to the Resilmesh stakeholders' community.

<u>Dissemination Instruments</u>

1. **Technology Exhibitions,** exhibit and demonstrate Resilmesh technologival advances, tools and outcomes.
2. **Summer School:** engage cybersecurity experts, academia, technical stakeholders and request for their feedback.
3. **Capacity Building Exercises (**as described in Section 2.6)
4. **Partnerships with Existing Networks & Projects**, Resilmesh will establish and actively maintain collaborations with the projects in the same cluster and the European CyberSecurity Community that will be created around the European Cybersecurity Competence Centre and Network and also at national level with the NCC (National Cybersecurity Coordination Centres).
5. **Workshops**: the project will organize **three workshops** described in section 2.6.
6. **Training Material** will build on the experience of developing prototypes and will be used in training workshops which will be launched for different sets of target groups. These will be digital, interactive and stored online.
7. **Scientific Publications** (as mentioned in 2.4.3)
8. **Webinars**. 6-8 webinars in M20-M36, targeting security practitioners, the public and the scientific community. Reflecting the modularity and extensibility of Resilmesh, they will focus on specific modules & platform features, not generic

project overviews - to nurture an active network of users, driving Resilmesh adoption and making sure that services are well understood.

9. **Existing communication channels** of the consortium members and their business networks, as well as established EU communication channels such as CORDIS, the Horizon Magazine, the Horizon Results Platform and the Horizon Results Booster services will facilitate a broad diffusion on the goals and outcomes of Resilmesh.

However, it should be noted that the linkage established between the stakeholders and the communication channels does not imply that these channels will be strictly and exclusively linked as presented in the table1 and 2 (Section 2.2) throughout the project. The use of these tools is initially considered to be the most effective way to deliver the defined core message to each target audience and will be updated periodically throughout the project life cycle as part of the ongoing development process of the project communication plan.

Stakeholder Refinement

It is crucial to ensure Resilmesh engages with the right stakeholders from the early stages of the project – after M6 - and to identify the stakeholders that have a high potential to engage with Resilmesh activities . To achieve this result, Resilmesh follows the methodology outlined for stakeholder identification, analysis and mapping – see. Figure 11 below.

Figure 11 Stakeholder Mapping Methodology

- **Identify**: At the identification stage, the brainstorming of all potential stakeholders takes place to include organisations that might potentially have some interest in Resilmesh activities and results. At this stage, all project partners get involved, building upon their own contact networks. The output form this activity will be a Stakeholder list. This will be a simple spread sheet and will be a living document that will be updated as circumstances change.

- **Analyse**: At this stage we seek to better understand stakeholders' relevance and interest to the project and the perspective they offer. Analysis is done keeping in mind the following criteria:

- willingness to participate in Resilmesh activities and interest in Resilmesh results or actions.
- potential influence of the stakeholder towards Resilmesh project and its results.
- **Mapping:** In this stage we aim to categorise the potential stakeholders based on the above analysis into an Influence vs Interest matrix as shown in Figure 12.
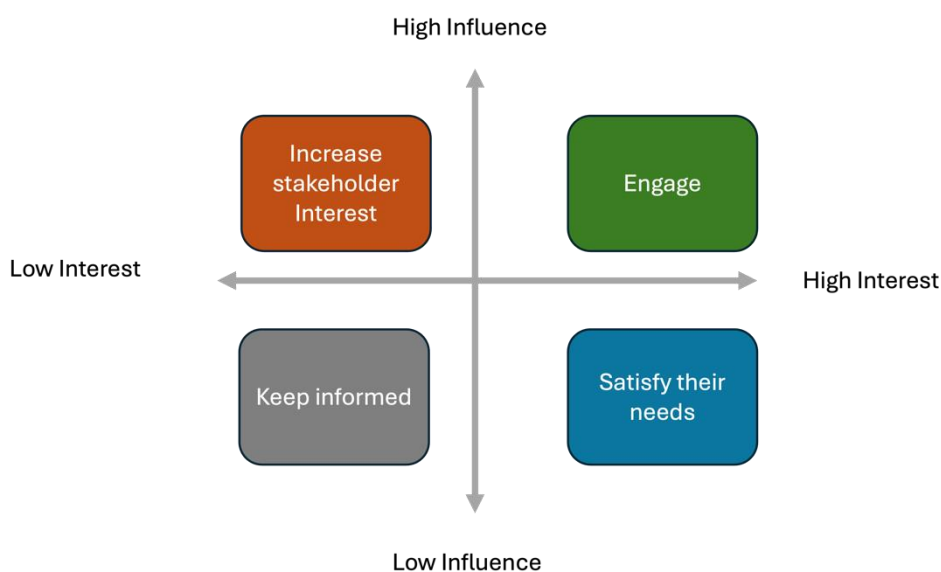
Figure 12 Stakeholder Mapping Matrix

The quadrants of the matrix prioritise the stakeholder according to their synergy and relance with the project, with the upper rightmost quadrant contains stakeholders of the highest relevance, while those of lowest relevance are to the bottom left. The diagram shows the actions to be taken for each category:

- **Engage:** Stakeholders will be actively engaged through the social media posts (e.g., by tagging, asking their comments, etc.), directly invited to participate in the first webinars, etc. The main engagement efforts will focus on this group in order to keep them interested and actively involved. Such stakeholders will be regularly contacted, consulted and informed about Resilmesh results and activities.
- **Increase Interest**: The goal here is to move such stakeholders to 'high influence/high interest' part of the matrix, thereof securing more and

more actively engaged stakeholders who are able to exercise their influence in order to benefit the project. It means that the project consortium has the task to better inform these stakeholders and increase their curiosity about the project and its benefits to them.

- **Satisfy needs**: It is highly unlikely that the project could increase the level of influence that stakeholders have in relation to the project. Therefore, interested stakeholders in this category shall be addressed to a lower extent. However, they will be kept informed and consulted.
- **Keep informed**: Such stakeholders are unlikely to be of much relevance to the project and are not included to the Stakeholder list. However, they might still be addressed through generic communication channels (e.g. project website, social media, etc.),

Once the stakeholder list is defined it will be refined over the course of the project including the selection of appropriate communication and dissemination mechanisms per stakeholder or stakeholder category. The categorisation of stakeholders may also be refined.

Communication with other Projects

The Horizon CL3 Increased Cybersecurity 2022 initiative encompasses several EU-funded projects focusing on key cybersecurity disciplines, and emphasizes the need to share ideas, form close partnerships and be inclusive.

Establishing communication links with other projects could help promote its unique concept among partners in other consortia, which include members from several countries. In addition, the dissemination of scientific results between projects could facilitate problem solving and risk mitigation by enabling the sharing of experiences and corrective measures in similar situations.

Candidate projects include:

- SYNAPSE
- CybeSecDome
- COCOON
- Sec4AI4Sec
- RESCALE
- CyDerCo

This list will be expanded as part of the stakeholder mapping referred to above.

Additionally, the project will partner with other initiatives such as ECSCI (European Cluster for Securing Critical Infrastructures), Cyberwatching.eu, ECSO community (European Cybersecurity Community) not only to engage with more stakeholders but also for knowledge exchange, dissemination of results and for leveraging on further exploitation opportunities.

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2.9 Standardisation Actions

Alignment with Standards Developing Organisations (SDOs) is important to increase adoption of technical results and create sustainable impact. Standardisation activities will be both producers and consumers with respect to Resilmesh.

In this regard the Resilmesh SOAPA concept will pay very close attention to the ongoing developments within the OASIS Open Cybersecurity Alliance (OCA) with regards to developments including:

- The OCA OpenXDR [1] project which aims to facilitate interactions between security products, using open standards and APIs and with a special focus on Detection and Response. This project aims to define the architecture of an ideal eXtended Detection and Response approach.
- Indicator of Behaviour Objects (IoB): is to create a standard way to represent cyber adversary behaviors to make it easier to:
  - share repeatable sets of observed adversary behaviours spanning multiple campaigns,
  - share the analytics to detect those behaviours, and
  - create and share playbooks/workflows to correlate those detections.

The consortium has a presence in EU and global standardisation, and results will be fed back to relevant SDOs e.g. the OCA (by partner TUS) and the FIRST community, ETSI NFV-SEC (by partner UMU), ENISA: The European Union Agency for Cybersecurity (by partner KEMEA).

The set of SDO will be expanded and refined during M6-M12 and specific project activities and outputs will be mapped to relevant SDO organisations, and a plan of engagement will be created.

3. Exploitation

The main objective of the exploitation is to maximize the adoption of Resilmesh results during the project and beyond. Like the dissemination and communication strategy, the development of the exploitation strategy is a flexible process that has to be tailored to align to the needs of the project, project partners as well as the external stakeholders and market. In order to align these various interests and needs, the projects' exploitation strategy and the partners' individual strategies will be considered in parallel and presented in more detail in D10.5 "Exploitation and Market Readiness". Following the overview of the next steps in exploitation serves to provide additional context around the dissemination and communication activities, having in mind that D10.5 is due at M18.

It is highly recommended to build the exploitation strategy and plan together with the partners in the frame of exploitation workshops. This will provide the necessary

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[1] https://github.com/opencybersecurityalliance/oxa

transparency to allow partners to get the understanding about each other expectations.

During these brainstorming sessions, the project will take a simple approach towards the exploitation by conducting a three-step-analysis starting with the following questions (see Figure 13):
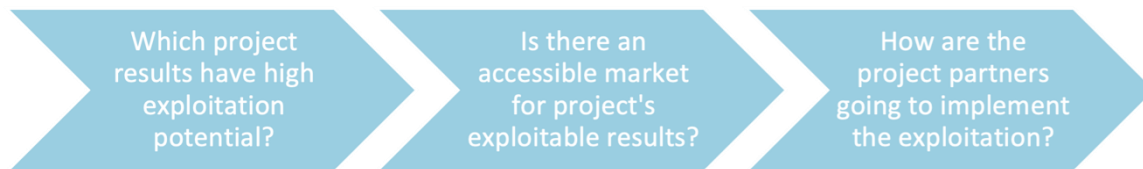

Figure 13 Three steps analysis for Exploitation

After undertaking this first step and the expected results from the partners are understood, then products and services involved in the project are defined, and eventually an individual questionnaire about the exploitable results of each partner follows.

The results with potential for commercialisation will be identified, and such potential will be evaluated, confirming or discarding their business opportunity. In the second stage, business plans for the results selected will be designed. The third stage will develop exploitation plans defining the specific actions to execute such business plans. The first step is the identification of Key Exploitable Results (KERs).

Resilmesh consortium has made a preliminary list of KERs already at the proposal stage, however some revision and clustering will be necessary. Before M18, the collective input of all project partners will be required. This will contribute towards jointly defining, characterising, and prioritising the exploitable results.

Subsequently, an analysis of the market landscape will be conducted to evaluate the strategic fit of the suggested KERs to the market. The main objective of this step is the analysis of the attainability of a successful exploitation including all its various influences.

When engaging in exploitation activities, these are the key objectives that should be followed by all partners:

- Establish and maintain mechanisms for effective exploitation and coordinate all levels and types of exploitation of the knowledge produced by the project.
- Inform stakeholders and targeted user communities where a two-way interaction will take place with the project development and encourage interactions/networking.
- Ensure that information is shared with appropriate audiences on a timely basis and by the most effective means.

- Channel the project's results to a truly wide international audience, in particular in those areas where the proposed solutions will lead to immediate society impacts.

In the light of this deliverable, it is clear that proper channels for exploitation depend also on choosing the right channels and audiences and cultivating stakeholder engagement as a two-way street where feedback is successfully collected, and project output shared and used.

In conclusion, the **Resilmesh Exploitation Plan** will aim to strengthen and speed up the uptake of all project results. It will develop an exploitation strategy for all outputs and support the partners and other stakeholders involved with further exploitation activities during the different stages of the project.

4. D&C Performance

4.1 Key Performance Indicators

According to the Grant Agreement a set of Key Performance Indicators have been chosen to measure the impact of each activity. These KPIs are featured in the table below and they will be re-assessed on the second version of the Dissemination and Communication plan (current document) and new decisions will be made in case some of the actions do not perform well.

DISSEMINATION KPIs	COMMUNICATION KPIs
# practitoners egaged ≥ 300	# unique website visitors: ≥ 500 p.m. (M18), ≥ 2,000 (M36)
#Resilmesh use case open calls : 8; users evaluating : ≥ 60	# website page views: ≥ 3,000 p.m. (M18), 15,000 (M36)
# Resilmesh pilots: 4; users evaluating pilots: ≥ 20	# webinars. 8-10 (key modules and platform features)
# Resilmesh developer open calls : 4; developers engaged ≥ 50	# webinar participants. ≥ 300
# capacity building : ≥ 5 workshop + 2 cyber range exercises	# project video views: ≥ 3,000 (M18); ≥ 12,000 (M36)
# training program participants: ≥ 100	# deliverable/other downloads ≥ 100 (M18) ≥ 500 (M36)
# refereed scientific publications: ≥ 15	# twitter followers: ≥ 250 (M18), ≥ 600 (M36)
# average journal impact factor: ≥ 1.5 SCI R	# linkedin followers: ≥ 200 (M18), ≥ 550 (M36)
# scientific presentations: ≥ 7 p.a.	# mainstream media mentions: ≥ 5 p.a.
# co-hosted events: ≥ 3	# newsletter subscribers: ≥ 250 (M18); 1,000 (M36).
# industry presentations: ≥ 5 p.a.	# whitepapers ≥ 6

Table 3 Resilmesh Dissemination and Communication KPIs

4.2 Monitoring and reporting

All communication and dissemination activities will be monitored by the WP10 leader (KEMEA) regularly. Should any inclination against the targeted numbers of KPIs (see section 4.1 above) occur, partners will re-assess the action plan. All communication and dissemination activities will be tracked in a dedicated xls document which is a live document shared among the partners. Regular WP10 online meetings will be organised by the work package leader (KEMEA) every four - six weeks starting after M07 to better monitor, review and revise all activities running under the WP. KEMEA and representatives of each partner will be discussing the progress of the work, collect feedback on the activities that were carried out, highlight upcoming activities, and detect issues that have arisen and ways to mitigate any related risks. The next iterations of this deliverable (D10.1), namely D10.2 in M18, will include any revisions regarding the communication and dissemination strategy as described in the current document.

4.3 Risks and Mitigation

Through this deliverable which reflects the strategic elements of the communication and dissemination activities of the project, the consortium intends to minimise any communications risks that may arise and affect the project's outreach. Below we have identified some potential risks that seem to appear as common risks regarding the dissemination and communication of project and that might affect Resilmesh as well.

Risk	Likelihood	Severity	Mitigation
Transferability goals not progressing according to plan.	Medium	High	Comprehensive dissemination plan (V1 and V2). Metrics monitoring. Dissemination actions will be assessed, evaluated and updated in the V2 of the Communication and Dissemination plan.
Reluctance of partners to share information	Medium	High	Working space in slack and internal communications. WP10 meetings. Easy access to a Spreadsheet reporting the dissemination actions. Shared living

			document for upcoming activities
Low Number of Publications	Medium	High	Shared living document where partners estimate their planned papers for the 3 years duration of the project. Continuous monitoring by WP10 Leader and Coordinator
Stakeholders Engagement	High	High	Communication and Dissemination plan. Continuous monitoring of KPIs. Capitalise on F6S Platform for Open Calls (Pool of stakeholders). Consortium's networks will work as amplifiers for the project's visibility and results dissemination.

Table 4 Risks identification and Mitigation options

5. Internal Communications

5.1 EDCC Working Group

Based on the Deliverable D1.1 Project management handbook, the project has created an Exploitation, Dissemination and Communication Committee (EDCC) which is led by the representatives of the Lead beneficiary of WP10 namely KEMEA. This committee is responsible among other for planning and monitoring the execution of communication and dissemination activities. Meetings will take place as often as required but at least twice a year as part of the consortium F2F meetings.

The responsibilities of this committee regarding Dissemination and Communications is to create publicity material on time, and involve partners in the dissemination actions. Additionally, assess emerging risks affecting the implementation of the project plan and as such continuously revise the strategy as described in this document.

5.2 Partners' Role

WP10 leader beneficiary (KEMEA) will encourage the smooth collaboration between WP10 and the other WPs regarding the dissemination of the work produced, the

achievements and the target audiences engagement with the results and project updates. Support and contributions are required from all the consortium partners to maximize the impact of every activity. KEMEA, the lead beneficiary for the Dissemination and Communication of Resilmesh, will supervise the work package developments in collaboration with task leaders, ensuring the timely and proper developments of the WP deliverables and activities. The collaboration of all partners and their consistent contribution is the key element for Resilmesh succeeding in the WP objectives and enhancing the project's impact and exploitation of results even after the end of the project.

The partners will have to report their dissemination activities in a dedicated activity xls document. This action will ensure that all activities are reported for the periodic reviews.

6. Ethics & Legal compliance

6.1 EU Compliance Rules

Following article 17.2 of the Grant Agreement, communication and dissemination activities must acknowledge the EU funding by displaying the European Flag (emblem) and the funded statement as is seen below:

Additionally, following the Article 17.3 of the GA any relevant dissemination and dissemination material should use the following disclaimer:

"Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or European Commission. Neither the European Union nor the granting authority can be held responsible for them."

According to the 17.4 article of the GA, more rules for communication, dissemination and visibility of the project can be found in the GA Annex 5, in this document ANNEX I.

6.2 GDPR and Personal Data Protection

The Resilmesh project intents to fully comply with the European Union's General Data Protection Regulation (GDPR). To this matter the consortium will make sure to collect the consent of every participant according to the mandates of the above-mentioned regulation before any further correspondence, participation in events and workshops and other actions organised by the consortium. It is also very important to take into consideration any potential differentiation occurring possibly by the National legislation of the participating partners. The project will follow all relevant data privacy and ethics guidelines as long as it will be necessary to the implementation of the virtual meetings, workshops and other relevant dissemination actions. Accordingly, the Resilmesh website is tested to be fully complied with the regulations such as privacy/cookies policy and terms of service policy.

7. Conclusions

The Resilmesh project is oriented towards a concrete Communication and Dissemination plan which will be reviewed and reassessed in the middle of its lifecycle. This plan along with a sound Exploitation plan delivered at a later stage of the project, will contribute to the maximization of the project's impact ensuring to convey the right information to the right audiences at the right time, through continuous updates, strong on-site and digital presence in different occasions and via collaborations with other EU initiatives.

ANNEX I

ARTICLE 17 — COMMUNICATION, DISSEMINATION AND VISIBILITY

17.1   Communication — Dissemination — Promoting the action

Unless otherwise agreed with the granting authority, the beneficiaries must promote the action and its results by providing targeted information to multiple audiences (including the media and the public), in accordance with Annex 1 and in a strategic, coherent and effective manner.

Before engaging in a communication or dissemination activity expected to have a major media impact, the beneficiaries must inform the granting authority.

17.2   Visibility — European flag and funding statement

Unless otherwise agreed with the granting authority, communication activities of the beneficiaries related to the action (including media relations, conferences, seminars, information material, such as brochures, leaflets, posters, presentations, etc., in electronic form, via traditional or social media, etc.), dissemination activities and any infrastructure, equipment, vehicles, supplies or major result funded

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by the grant must acknowledge EU support and display the European flag (emblem) and funding statement (translated into local languages, where appropriate):

Funded by the European Union

Co-funded by the European Union

Funded by the European Union

Co-funded by the European Union

The emblem must remain distinct and separate and cannot be modified by adding other visual marks, brands or text.

Apart from the emblem, no other visual identity or logo may be used to highlight the EU support.

When displayed in association with other logos (e.g. of beneficiaries or sponsors), the emblem must be displayed at least as prominently and visibly as the other logos.

For the purposes of their obligations under this Article, the beneficiaries may use the emblem without first obtaining approval from the granting authority. This does not, however, give them the right to exclusive use. Moreover, they may not appropriate the emblem or any similar trademark or logo, either by registration or by any other means.

Funded by the European Union

17.3 Quality of information — Disclaimer

Any communication or dissemination activity related to the action must use factually accurate information.

Moreover, it must indicate the following disclaimer (translated into local languages where appropriate):

> "Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them."

17.4 Specific communication, dissemination and visibility rules

Specific communication, dissemination and visibility rules (if any) are set out in Annex 5.

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COMMUNICATION, DISSEMINATION, OPEN SCIENCE AND VISIBILITY (— ARTICLE 17)

Dissemination

Dissemination of results

The beneficiaries must disseminate their results as soon as feasible, in a publicly available format, subject to any restrictions due to the protection of intellectual property, security rules or legitimate interests.

A beneficiary that intends to disseminate its results must give at least 15 days advance notice to the other beneficiaries (unless agreed otherwise), together with sufficient information on the results it will disseminate.

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Any other beneficiary may object within (unless agreed otherwise) 15 days of receiving notification, if it can show that its legitimate interests in relation to the results or background would be significantly harmed. In such cases, the results may not be disseminated unless appropriate steps are taken to safeguard those interests.

Additional dissemination obligations

Where the call conditions impose additional dissemination obligations, the beneficiaries must also comply with those.

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