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**Maritime Logistics Engineering and
Management**

**Business and Communication
Dossier**

Deliverable 7.1. - Communication Plan

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Acronyms and Abbreviations

A3ES – Agência de Acreditação e Avaliação do Ensino Superior

AKT – Atlantic Knowledge Triangle

CINEA – European Climate Infrastructure and Environment Executive Agency

DGAM – Direção Geral da Autoridade Marítima

DGPM – Direção Geral da Política do Mar

DGRM – Direção Geral dos Recursos Marítimos

EC – European Commission

EASME – European Agency for Small and Medium Enterprises

EMFF – European Maritime Fisheries Fund

ENQA – European Network on Quality Assurance

ISO – International Standards Organization

MarLEM – Maritime Logistics Engineering and Management

MML – Master in Maritime Logistics

MSE – Marine South East

SEO – Search Engine Optimization

SOLE – Society of Logistics Engineering

TNA – Training Needs Analysis.



History of Changes

Table 1 - History of changes

Version	Publication date	Changes
1.0	07.02.2022	Initial Skeleton
2.0	24.03.2022	First Draft
3.0	31.03.2022	Final Draft for leader revision



Contractual aspects

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<https://grupoqualiseg.com/marlem>

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Legal Disclaimer

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1 Executive Summary

This report scopes the strategic principles of the communication of the MarLEM project based on the Communication Plan (D4.3) of the Master in Maritime Logistics (MML) Programme and extends it to a broader dissemination and networking plan having in mind to reach the industry through MarLEM partners. Therefore, dissemination of the project will have a twofold approach, on one hand the academic component promoting the master course to its prime targets (namely its end-users – both young undergraduates and full-fledged professionals) on, the other hand, the maritime and business organizations related to the blue economy, namely maritime clusters, aiming to transfer the results of MarLEM project to its end users and launching a cooperation network in a basis of the Knowledge Triangle concept. The Atlantic Knowledge Triangle aims to establish the best framework for the development of Skills in strict alignment with the Competences required in the real world, by gathering and articulating in a cooperation network Industry, Academy and Authorities.

This Business and communication dossier aims to support the partners in the promotion and dissemination of the implementation of the project activities and main achievements. It would use the communication resources and networks of all MarLEM partners to disseminate results, engage stakeholders and inform audiences about the achievements, success, and benefits through the project lifetime.

All communication elements must publicize the MarLEM project and its EU support, along with the explicit identification of the consortium's partners.



2 Communication Strategy

2.1 Communication responsible

Fórum Oceano was appointed as MarLEM's Dissemination Manager that will be responsible for coordinating all communication and dissemination strategy within the project, both internally and externally. However, all partners will be part of the communications team, and specially the leader QUALISEG are required to contribute to the creation of content, and activity dissemination through their own communication channels and network of contacts (online and offline). They will be responsible for raising project awareness at a local and regional level, using and adhering to project guidance provided by the communications coordinator.

2.2 Goals of the Business and Communication Dossier

The Business and Communication dossier aims to support the partners in the promotion and dissemination of the implementation of the project activities and main achievements. It will integrate a dissemination and networking plan useful to reach and engage the industry, disseminate results and inform about the achievements, success and benefits through the project lifetime.

The strategic objectives will be:

- To inform and raise awareness about the MarLEM project as whole: its purpose, partnership involved, activities and results;
- To Promote the Master in Maritime Logistics (MML) programme and attract graduate professional candidates worldwide;
- To promote and motivate the engagement of the stakeholders, from Industry, Academia and Authority in the Atlantic Knowledge Triangle (AKT) collaborative platform;
- To disseminate the project progress, activities, accomplishments and achievements in line with the follow-up process.



To meet these objectives, the project website will play an essential role since the communication will be centralized there. Once the visitors are on-site, they should be able to access the right information they are looking for regarding the MarLEM project, details about MML and how to get new blue skills to respond to challenges such as digitalization, decarbonisation, and circularity. Besides, the project website is also a great source to share interesting content marketing, by providing extra value with technical articles, lists, or other communication materials (PR, interviews, etc). The social media channels from the MarLEM's partners will be used as a tool to increase the reach and visitors of the website, since they already have a structured online community . In this way, the effort of creating a social media network from scratch can be avoided and invested in other dissemination activities.

2.3 The Master in Maritime Logistics (MML)

The communication strategy and plan for MML was developed and presented in Deliverable 4.2. - Communication Plan (April 2021). The objective is to attract graduate professionals worldwide, even if at first only the local/European geography is workable. Most activities take place in Portugal, where the first instantiation of the MML programme will take place, but there are many activities to be carried out in all the partners' countries.

2.4 The Atlantic Knowledge Triangle (AKT)

The Atlantic Knowledge Triangle (AKT) emerges in the scope of the MarLEM Blue Careers European Project as a platform for cooperation based on the concept of the knowledge triangle. It aims to establish the best framework for the development of skills, and to provide the transfer and exploitation of knowledge, aligned and focused on the needs of the maritime-port sector, at the Atlantic level, in a first phase, with subsequent expansion within the EU.



The AKT' s mission will be to create conditions to promote, design and implement research, development, innovation, training, standardization and related initiatives to provide adequate skills, in line with required competences, contributing to strengthen the EU Atlantic Maritime Capabilities.

AKT can play an important role contributing for the development of new blue skills to respond to challenges such as digitalization, decarbonisation, and circularity, namely in the following potential fields of intervention:

- Maritime Engineering and Management;
- Blue Digital;
- Logistics, Ports and Transports;
- Naval Industry;
- Environment and Ocean Energy;
- Defence and Security;
- Safety at Sea;
- Sea-shore interaction;
- Resilience and Sustainability of the Port-Maritime Communities.



By aggregating entities from Academia, Authority and Industry, AKT will become the adequate space for creating ideas, raising consortia, launching projects and boosting, as a final purpose, the competitiveness of Atlantic Blue Economy.

The Maritime Cluster partners of MarLEM, Fórum Oceano and MSE – Marine South East, will play an important role in using their national and international networks. The main purpose is to reach and engage key European stakeholders into the implementation of AKT, namely other European Maritime Clusters, entities related to the maritime industry and authorities.

Through its networks, MarLEM and AKT will reach key stakeholders from the EU maritime countries (20 countries with relevant maritime activity) helping to capitalise, replicate and escalate the MarLEM project outputs.

To set AKT 3 phases were considered:

- First - Awareness and validation of the concept - this was done at National level in Portugal with relevant National actors of the Port-Maritime domain (October 2020) and at Atlantic Level with representatives of the Atlantic Action Plan (April 2021);
- Second - identification of the potential stakeholders to be involved - this is done through the MarLEM partners network, namely the ones from Forum Oceano and MSE;
- Third - scope and implementation of AKT platform discussion - this will be done through the launch of a series of 3 online workshop sessions (to be held in May 2022, October 2022, April 2023).

The AKT will also play a role on the follow-up of MarLEM project and in the capitalisation of its results, namely Task 8.2 - Networking with other projects and initiatives, and Task 8.3 Identifying future skills gaps.

The AKT typology of actions will be:

- Promote the articulation between Industry, Academy and Authorities;



- Create a knowledge network that integrates Industries, Universities, and Authorities from the Atlantic countries in a first phase, then expanding to the Mediterranean and North Sea;
- Promote knowledge sharing among its members;
- Contribute to the development of skills in the port-maritime area;
- Identify needs related to regulation, standardization, innovation, and training, as well as other connected opportunities.

Establishing AKT as an informal collaboration platform between Industry, Academia and Authorities (Port/Maritime) will be a major output of MarLEM, that will endure after the end of the project.

2.5 Target Groups

One of the goals of the MarLEM consortium is to reach various stakeholders, as summarized below, and gathered into following three major groups

Group1: General interest in the MarLEM project

These are stakeholders outside the consortium that may benefit directly from MARLEM project's activities, and need a deeper understanding of the project objectives and expected results.

This group includes:

- Industry entities related to maritime logistics (including Startups, SMEs and large companies), Maritime Clusters and Port Authorities.
- Public Administration and Authorities, both at the central and local levels, especially in locations where maritime logistics is a relevant economic area



- Higher education entities, including the academic MarLEM partners. These entities are vaster than their departments involved in the MarLEM project and MML programme. Therefore, the whole of the institutions are dissemination targets, with potential benefits for future instantiations of the programme.
- Public in general, in order to raise their awareness about the MarLEM project and its importance to the Blue Economy.

Group2: Direct interest in the MML

The target audience are graduate professionals with at least five years of experience, eventually from different countries of origin, which poses communication requirements that are different from those posed by the more common, almost recently graduated students of most master's programmes.

This target audience also includes the industry and the authorities to mobilize their will and resources to sponsor the programme and individual students, and to host internships/projects.

Group 3: Interest in engaging in the AKT

The target audience of this group will consist of the 3 components of the Knowledge Triangle: Industry, Academia and Public Authorities, as explained in point 2.4.

These are stakeholders outside and inside the consortium that want to capitalize the project results, being the AKT an informal forum/platform to gather interested stakeholders and foster the emergence of projects in the area of skills and competences in maritime-port sector in the Atlantic area, explore synergies with other projects and initiatives, and identifying future blue skills gaps and industry needs.

This group needs to get the knowledge and understanding of AKT goals and be engaged in its activities.



2.6 Messages

MarLEM will take a structured approach to identify the most relevant stakeholders and target groups at each stage of the communication strategy, their motivations for pursuing project results, and identifying their favoured communication approaches.

The communication strategy will target different audiences:

Industry – The strategy for the Industry is to create interest regarding the outputs of the project. Thanks to MarLEM it will be possible to develop the current skills that companies are looking for when they hire new human resources, enabling them to respond to the latest market needs.

For professionals and graduates – The strategy for professionals and graduates is to make them aware about the importance of having the exact skills that the maritime clusters are looking for to respond to their business challenges. MarLEM pretends to clarify the skills gap by promoting the entrepreneurial capacity and employability.

For Maritime Clusters – The strategy for the Maritime Clusters is to accelerate the implementation of the EU Maritime Policy and sustainable development of the Blue Skills and Blue Economy across Europe.

For public authorities – The strategy for public authorities is to highlight MarLEM's contribution to the reduction of the skills gap that exists in the industry and to support the implementation of regional and national smart specialisation strategies for research and innovation.

For the general **public** – The strategy for the general public is to highlight how important it is to innovate education and to solve the mismatch between the labour market needs and the output of educational institutions.



3 Communication Activities

3.1 Digital Communication

Project website

The project website will be the key element of MarLEM communication strategy, by gathering all the relevant information to the target audiences. It will be periodically updated with the latest news and public documents that may be useful for readers. All media, social networks or dissemination activities will be linked to the project website.

In order for everyone to understand the key messages on the project website, the language and information must be easy to read. Interviews, testimonials, and opinion articles will be considered as content types in addition to news and events related to the project.

To provide a quick overview of the main theme for readers, the texts will include images and highlight the most important keywords. A SEO (Search Engine Organization) strategy should be developed each time that new content is written, and new images are uploaded (please ensure the rights to any image).

All the partners should contribute to the content creation, suggesting news and other relevant ideas, and are required to publicize the project website by providing a link to it on their own website. This is important even in terms of SEO, since Google will consider the quantity of backlinks that exist about the projects.

Website URL: <https://grupoqualiseg.com/marlem>

Social Media

Social media is a great way of communicating nowadays but it is difficult to build a new community from scratch. If there is no advertising, the reach of the posts is low, especially when the number of followers is not significant.



Since the website will be the key channel of MarLEM communication strategy, more important than getting followers on social media is to generate traffic and convert potential visitors into future leads.

Since the partners already own a targeted community familiar with the main topic of the project, they will be involved in sharing the different materials created for the website in their social media profiles (Linkedin, Facebook and Twitter).

Each time the partner creates a social media post, the following hashtags should be included to maximize the message's outreach:

Suggested hashtags
#MarLEM
#MaritimeEducation
#Master
#MML
#AKT
#BlueCareers
#BlueSkills
#Academia
#Industry

3.2 Media

To disseminate the project a set of publications is planned:

Press Release – The most significant moments and updates of MarLEM will be communicated through official Press Releases to have greater coverage in the media. The Press Releases should be hosted also in the project website to allow the different stakeholders the knowledge about the key messages that were already shared.



Newsletter - Besides the Press Releases, the newsletter will highlight the main news and related activities of the project. All newsletters will be published on MarLEM's project website and distributed via project partners' network.

Interviews – During the project, interviews should be scheduled according to the MarLEM agenda. All partners must be involved in order to gain more visibility for the project by finding public space in specific communication channels.

Technical Articles – MarLEM's partners will publish four technical articles in non-scientific and non-peer reviewed journals with the main results registered so far to raise the awareness of the project.

3.3 Direct (face-to-face) communication

Face-to-face communication is essential nowadays, especially for the target audience that MarLEM aims to reach. Throughout the project, all the partners should communicate the **main conferences and events** they will join to clarify how the project can be promoted (local conferences, regional stakeholders' meetings, etc).

Regarding the **direct face-to-face events**, besides the ones organised by the MarLEM partnership namely, conferences and seminars, the consortium will seek particular to be present in the ones that gather the academia with the industry and are relevant for MarLEM. In point 3.5. that highlight some of the communication activities carried out so far, the external events where MarLEM was present is listed. If there is a partnership or if someone from the project attends one external event, there will be an opportunity to promote the dissemination of the project outputs as a whole and to receive feedback about the current needs of the companies in the maritime sector.

Additionally, **online workshops** will be conducted and advertised through the project website to reach the target audiences and engaged them in MarLEM activities, namely the AKT structuring and implementation. To attend these online workshops, the audience should pre-register, and share the email to receive a communication kit with marketing materials (brochure, PowerPoint presentation, etc).



Job fairs will also play a role in the dissemination of MarLEM, as well as **University Days**. Both will be used as a major communication platform within the academic partner's facilities.

3.4 Communication materials

LOGO

Logo has been created and must be used in all communication materials and tools.



Project presentation

A powerpoint presentation has been designed containing overall information as a brief description of the MarLEM project, its objectives, expected results and its partners. created for the use in events and other meetings.

Roll-up banner

A roll-up has been designed in the beginning of the project containing basic information of the MarLEM project to be used at meetings and events.

Template for Deliverable reports

A basic word template for the creation of Deliverable reports has been created.



Template for powerpoint presentations

A basic powerpoint template for creating multiple slide decks for communication of project outputs to be used at internal or external meetings or events has been created.

All communication materials were made available by the MarLEM leader to the consortium partners.

3.5 Communication Activities carried out so far

The main MarLEM communication Activities carried out so far are highlighted in the table below.

Actions	Date	Description
Visual Identity	November 2019	The MarLEM's logo was developed in early stages of the project to provide all outputs of the project with a common and consistent branding and identity.
Roll-up banner	November 2019	The Project's roll up banner was also produced in the early stages of the project in order to support MarLEM's presence in promotional events.
Participation at Events	November 2019	The project was promoted during the <u>Business to Sea 2019</u> (11-13 November 2019) event, during which a Roll-up banner meanwhile produced was exposed and a presentation of MarLEM was delivered.
Website	January 2020	The website in its starting phase, only presenting the project as planned (https://grupoqualiseg.com/marlem)
Participation at Events	January 2020	Participation in <u>IDEIA 2020 Conference</u> : (23-24 January 2020), at the Naval Academy, during which a presentation was delivered, a "roll up" exhibited and a brochure delivered describing the project.



Actions	Date	Description
AKT Events	October 2020	The national (Portugal) AKT Event was held on 15 October 2020, aiming national dissemination of the AKT platform as well as the MarLEM project, and the involvement of relevant national actors of the Port-Maritime domain.
Participation at Events	January 2021	Participation in IDEIA 2021 Conference: 26-27 January 2021, at the Naval Academy, during which a presentation was delivered, a "roll up" exhibited and a brochure delivered describing the project.
AKT Meetings	April 2021	Preparatory and informal session to advance on the launching of Atlantic Knowledge Triangle (AKT) at European Level with representatives of the Atlantic Action Plan and the cluster partners of MarLEM.
Participation in Events	October 2021	Participation in the 8 th Atlantic Stakeholders Platform Conference (21 October 2021), in the Boosting Knowledge and Skills for a Sustainable Blue Economy workshop during which was delivered a presentation of the MarLEM project, in general, and, particularly of the AKT. MarLEM had a virtual booth on the event platform.
MML Launching Event	March 2022	Promotional event Joining Companies and Universities for Maritime Logistics for the launch MML - Master in Maritime Logistics (18 of March 2022). The event was held in hybrid in format with delegates either attending in person at the Campus Nova SST in Portugal or online.
Participation at Events	March 2022	EMFF projects Blue Skills workshop organized by CINEA and held on 22nd March 2022. MarLEM coordinator Qualiseg participated in this thematic workshop whose aim was to identify and facilitate opportunities for synergy and cooperation between the 18 EMFF blue skills' funded projects and projects funded under other funding mechanisms which aim to develop blue skills at national and trans-national level.
Technical Articles	February 2020 November 2020, November 2021	3 Technical Articles were already delivered



3.6 Activities Action Plan Summary

The next table summarizes the planned communication activities to be carried out until the end of the project.

Actions	Target group	Mean	Schedule
Website Updates	All	Website	To be done throughout the project. Regular updates of Website content
E- Newsletter	All	Website	Starting Month 30 (bimonthly). Number: 6
Press Releases	Media	E-mail	To be done throughout the project. Number: 3
Technical Articles	Group 1 & 2	Scientific Journals Conferences	February 2020, November 2020, November 2021, April 2023. Number: 4
Social Media	All	Website Social Networks	To be done throughout the project Number: 42
Interviews	All	Website E-Newsletter Social Media	Starting May 2022 to April 2023 Number: 4
AKT Workshops	Group 3	Workshops	To be done throughout the project and beyond 3 during the MarLEM project (May2022, October 2022, April 2023)
MML Events	Group 2	Workshops	To be done throughout the MML implementation (March 2022-2023).
Participation at External events	All	Workshops Seminars Conferences Fairs	Throughout the project At least 6



4 Evaluation and monitoring

QUALISEG as WP leader and Fórum Oceano as dissemination manager will monitor the implementation of all the communications activities. All partners should report to QUALISEG and Fórum Oceano their dissemination activities, actions and events. A template will be shared by email to register the activities carried out by each partner and to be sent in a regular interval.

Example of reporting scheme:

Action	Partner	Data	Location	Indicator
E.g.: Business2Sea (External Event)	Fórum Oceano	DD/MM/YYYY	Lisbon, Portugal	E.g., Number of attendees (125), number of presentations (3)

In order to determine the effectiveness of the communication activities, a set of metrics has been defined, according to the MarLEM's needs and the KPI's defined in the proposal:

Website (Qualiseg) – Outcome measure: website hits, page views, average time of page.

Website (partners) – Number of visits to dedicated articles or pages that mention MarLEM.

Newsletter – Number of contacts to whom the newsletter is sent, open rate and click rate.

Press Releases – Number of news that were launched on media after the Press Releases were out (clipping, Google alerts).

Workshops/events – Number of project workshops (events conducted, number of participants, range of stakeholders represented, participants feedback).

Presentations at external events & conferences – Number of external events and conferences participations; type and size of conference; conference attendance.



Social media – The number of reactions, shares and reach on social media posts created by MarLEM's partners.

Interviews – Number of interviews that are scheduled with media partners.

Below a table with the expected Key Performance indicators.

Key Performance Indicators (KPIs) for communication & dissemination activities.

Channels	Indicators	Expected results
Website	Website hits; Page views; Average time of page.	1,500 2,000 1:30:00
Social Media	Number of posts;	48
Conferences	Number of attendees Number of conferences organized by MarLEM	200 3
Seminars	Number of attendees Number of seminars organized by MarLEM	150 3
Workshops	Number of attendees Number of workshops organized by MarLEM	100 4
Newsletters	Number of newsletters Number of subscribers	6 150
Scientific Journals	Number of technical articles	4
External events	Number of presentations	6 - 8



5 Conclusions and recommendations

The Business and Communication Dossier is an ongoing task that commits all partners in its improvement and execution. It's not a static document, the objective is to disseminate the MarLEM achievements and engage the adequate stakeholders in the implementation and capitalization of its results. Dissemination has been carried out since the beginning of the project and all partners are mobilized to help in all the activities, which are still open to improvements and changes in the current version of this report.