



D6.1 – Initial Communication and Dissemination Plan

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Short abstract:

The present deliverable aims at defining a preliminary communication and dissemination plan to maximise the outreach of the ALBATROS project. In the first place, a project overview is provided. Then, a preliminary definition of objectives, the target audience, channels and activities is given for each aspect addressed in WP6. Finally, the Consortium defined a set of KPIs to monitor the progress of WP6 activities and correct the path if any deviancies occur.

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Acronyms

Acronym	Definition
ALBTROS	Advanced systems and soLutions for Better practices AgainsT hazarDs in
WP	Work package
CDE	Communication, Exploiation, and Dissemination
KPIs	Key Performance Indicators

EXECUTIVE SUMMARY

Every year the European Commission funds researchers and key industry players to foster innovation across member states and market domains. The research activities produce a considerable number of results that need to produce a real impact on civil society. Communication, Dissemination, and Exploitation (CDE) activities aims to ensure that such goal is achieved in an efficient and measurable way.

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1. PROJECT INTRODUCTION

1.1. Project description

ALBATROS is a Horizon Europe-funded project whose overarching ambition is to maintain a high level of safety and resilience in aviation in view of extreme weather conditions, and expected changes brought about by the evolution of aviation systems. It especially considers new fuel and energy systems (including hydrogen) which will be integrated in the coming years into both future aircraft and airport infrastructures.

Furthermore, ALBATROS aims to:

- Develop a **new concept for sharing information on aviation safety issues**
- Develop safety risk models to **predict and prevent emerging hazards** in aviation
- **Develop survivability measures** to mitigate risks from new fuels and energy systems
- **Validate and demonstrate** the project outcomes in relevant environments
- **Maximise the impact of key project results** and outcomes

Initially, the Consortium agrees on a set of scenarios, user requirements, concepts of use and relevant technologies. Then, the project will perform development activities on safety modelling and data analysis, survivability as well as decision support tools and best practices. The results of these activities will be integrated and validated through 15 demonstrations in relevant environments across Europe (airports, flight simulators or crisis centres).

1.2. Project key messages

The project CDE initial plan relies on two key messages:

ALBATROS message 1: ALBATROS is a Horizon Europe funded project whose overarching ambition is to maintain a high level of safety and resilience in aviation in view of extreme weather conditions, and expected changes brought about by the evolution of aviation systems.

ALBATROS message 2: ALBATROS aims to improve the resilience of aircraft and airports to extreme weather and upcoming innovations, whilst increasing the survivability of passengers, crew and aviation related work force such as ground handlers and emergency personnel.

These messages will be spread through several communication channels and at different levels of detail to the target audiences identified as relevant for the project.

1.3. Keywords

Safety Intelligence, extreme weather conditions, hydrogen, electric aircraft, survivability measures.

1.4. Focal point for communications, dissemination, and exploitation

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2. COMMUNICATION

2.1. Communications objectives and strategy

The communication aim of the project is to ensure that project results reach all interested stakeholders and target organisations, fostering operational stakeholder acceptance and adoption.

In order to achieve this goal, four high-level dissemination objectives are considered.

1. **Inform** [1], by promoting the project, the results, the ongoing activities, and sharing relevant information on upcoming innovations in aeronautics and their impact on safety;
2. **Raise awareness**, by informing relevant stakeholders about the benefits associated with the expected project outcomes and the methodology producing such results;
3. **Engage**, by fostering the use of the project results within the community, as well as involving it in periodic validation activities to improve the quality of project findings;
4. **Ensure impact**, in terms of guiding the European Union regulatory process, thus ensuring the long-term impact of the ALBATROS research. This is the most ambitious dissemination goal, aiming at ensuring the take-up of the project findings and results by key decision-makers.

These objectives define the strategy that guides the WP6 activities and are considered the foreground for Communication, Dissemination, and Exploitation of the project results. The CDE strategy intends to maximise the project outreach on different categories of stakeholders by creating a strong link between the goals and target audience. In the first period of the project, the communication will aim at promoting the project itself and making stakeholders aware of the project and its goals. Additionally, the project will communicate about safety hazards emerging from the introduction of innovations in aviation.

As the project activities begin and the first results are produced, the communication moves from the project itself to its preliminary findings. When this will happen, the WP6 activities will switch from communication to dissemination. The same applies to the target audience which will move from a general to a more specialised one. Towards the end of the project, key messages will focus on final project results such as the concept of operations developed in WP1, the Toolkit for decision support of crisis teams of WP4 or the training of WP6. Throughout the overall process, the target audience remain paramount to select the most appropriate way to communicate (e.g., via digital communication or through events). The overall goal of Communication and Dissemination activities will inform at least 6000 EU Citizens about ALBATROS and its results.

2.2. Target audience

The following table provides the audiences that the project wishes to target to ensure effective communication. A rationale is provided to explain the selection of the target audiences and their segmentations and clusters, as well as the correlation with communication objectives used to develop specific messages and activities per segmentation/targeted audiences.

Horizon Europe Audiences [1]	ALBATROS Stakeholder	Rationale	Dissemination Objective
General Public	<ul style="list-style-type: none"> • Media (trade press, general) • Passengers and Constituents 	<p>The general public is becoming more and more aware of the impact our society has on climate. Society however don't consider the safety implication of a new climate-friendly innovation. This relation will be stretched to present the project to the wide public.</p>	<ul style="list-style-type: none"> • Inform
Research Community	<ul style="list-style-type: none"> • Funding organisations (H2020, SESAR, Clean-Sky, TEN-T Agency) • Research projects • R&I stakeholders (Universities, Centers) • New urban mobility actors (UAM) • Aircraft OEMS (AMS) 	<p>Appropriate dissemination of the project results and interaction with academic researchers will be essential to realise the expected impact of the project and will contribute to establish a permanent collaboration between these research communities. The project will greatly benefit from the exchange of information with this group of stakeholders in the project development.</p>	<ul style="list-style-type: none"> • Raise awareness • Engage • Ensure the impact
Aviation Industry	<ul style="list-style-type: none"> • Advisory Board (AB) • Airline operations (AO) • Airport Crisis Teams (ACT) • Airport Energy Services (AES) • Airport Infrastructures (AI) • ATM/ATC services (ATC) 	<p>The project has a clear impact on airlines, airports, and air service providers due to the knowledge and procedures it will develop to maintain safety in a changing aviation system. All these different stakeholders will take part in the project to provide feedback during the development of concept of</p>	<ul style="list-style-type: none"> • Raise awareness • Engage • Ensure the impact

	<ul style="list-style-type: none"> • National weather services (NWS) 	operations, the activities of each WP and the demos.	
Industrial Associations	<ul style="list-style-type: none"> • Airport Council International Europe (ACI Europe) • European Aviation Network • European Passengers Federation (EPF) • Flight Safety Foundation (FSA) • International Air Transport Association (IATA) • Society of Experimental Test Pilots (SETP) 	This group will be targeted both to consider their view on the impact emerging technologies will produce on the aviation eco-system in term of safety, and to present the project findings.	<ul style="list-style-type: none"> • Engage • Ensure the impact
Policy Makers and Regulatory Bodies	<ul style="list-style-type: none"> • The European Commission • International Civil Aviation Organisation (ICAO) • European Aerospace Agency (EASA) 	The project results will affect the future work of policy makers and public bodies such as the European Commission, EASA and the National Civil Aviation Authorities, as they help to regulate the operation of ATC and airport surface, and the development of future regulations and Acceptable Means of Compliance (AMC).	<ul style="list-style-type: none"> • Raise awareness • Ensure the impact

Table 1. ALBATROS target audience

2.3. Communication means and activities

Based on the identification of the relevant stakeholders and their needs, various means and activities for the project communication have been selected. During the project, different mixes of means and activities will be used for different types of communication. Each communication means is expected to have a different impact on the target audience and will be used appropriately to achieve specific communication objectives.

2.3.1. ALBATROS graphical identity

Communication objective: to inform.

The design and development of a logo is a central task in the communication activities. The project logo should be graphically appealing, manageable and meaningful with respect to the project goals and activities. The logo works as the project graphical identity base. Through the choice of colours and fonts, it represents the frame which embodies every communication activity. It is the “trait d’union” of the project, which makes each element of the graphical identity immediately ascribed to the project and help communicate and disseminate the project purpose.



Figure 1. ALBATROS logo

2.3.2. Deliverables and presentations templates

Communication objective: to inform.

Templates are essential to reinforce the consistency of the project identity. The design of these tools should be coherent with the project visual representations (e.g., ALBATROS logo, typography, etc.). At the same time, templates should be adaptable to the specific needs of the Consortium members.

All the partners have received two templates to use in individual presentations, deliverables and other documents for internal and external communication. ALBATROS has produced:

- Three Word templates, one for meeting agendas, one for minutes and the last one for deliverables
- One PowerPoint template for presentations



Figure 2. Screenshots from the ALBATROS document templates

2.3.3. Website

Communication objectives: to inform and raise awareness.

The ALBATROS website¹ is one of the main elements within the communication plan of the project. It displays general information about the project, its objectives, activities and results. It also offers a range of

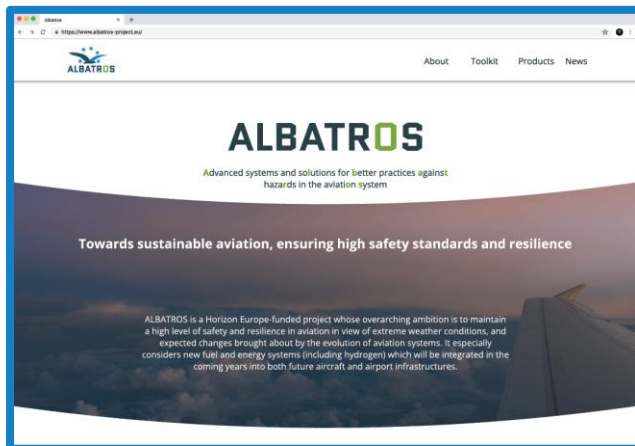


Figure 3. Screenshot from the website mock-up

functionalities, including document download, information on news and events, and relevant external links to project partners. Furthermore, each partner of the ALBATROS Consortium will contribute to create a backlink to the ALBATROS website on its company website in order to maximise the project visibility and the ranking on search engines.

The website will help the Consortium engaging with key stakeholders as well as the media and general public (1000 unique visitors per year). Moreover, it will facilitate communication and

interaction between the Consortium and the Advisory Board by including a dedicated section with useful materials. The website structure consists of 5 pages:

- **Home Page:** presenting the project purpose, its objectives, the timeframe and a call to action to subscribe the project mailing list
- **About:** this page provides further details on the project, such as the context and challenges, consortium and advisory board composition as well a carousel with the latest news
- **Toolkit:** hosting the toolkit expected in the second half of the project
- **Products:** including all the project outcomes in terms of deliverables, reports, scientific publications and promotional materials
- **News:** showcasing the latest updates on project activities and events.

2.3.4. Blogs and Social Media

Communication objectives: inform, raise awareness, engage.

ALBATROS uses blogs and social media in order to enlarge its group of followers and ensure a broader outreach of its findings and results. Social networks allow to easily connect with a wide range of people and facilitate the creation of a proper community, grouping people interested in receiving and exchanging information on the topics addressed by the project. ALBATROS blogs will be published at least once a month on the website and social media to share updates, promote events, disseminate project findings and results, and to ensure a continuous engagement of the target audience.

¹ <https://albatros-horizon.eu/>

ALBATROS uses two social channels to increase the outreach of the project communication: Twitter² and LinkedIn³. Both channels allow people to stay in touch with the project; however, LinkedIn allows communication towards specialised audience and institutional bodies, while Twitter targets specialised audience and the general public. The activation of a YouTube channel will be considered in the course of the project in case convenient. Together with the project news, the social media profiles will share relevant news that are connected with the project domain and that help place the accounts into specific discussions. At least two social media campaigns will be launched to increase the project outreach and build the community in the half, and to spread project results in the second. ALBATROS aims to reach the overarching goal of 900 followers on both social media profile by the end of the project. Teaming up through coordinated communications on each partner personal channels will be paramount to reach that goal.

2.3.5. Brochure and Flyers

Communication objectives: inform, raise awareness, engage.

Flyers are one of the principal means to promote both the project and its activities, such as participation in public events, workshops and fairs. They are short documents (1 or 2 pages) with a strong graphical identity; usually, they provide a brief project description, the crucial points of a conference, and its programme. Both digital and printable versions will be produced and uploaded on the website.

During the whole span of the project, the Consortium will produce at least 4 printed brochures in connection to public events (e.g., conferences), always up to date with the most recent project results. The Consortium will consider producing them accordingly to the opportunities given by each public event. Flyers and brochures will help summarize the project methods, objectives, and results. The "Product" section of the ALBATROS website will allow circulation of all the communication materials.

2.3.6. Posters and roll-up banners

Communication objectives: inform, raise awareness, engage.

Posters and roll-up banners are tools utilized to support the participation in conferences, workshops, and other events. These two types of products help speakers give a clear presentation in public talks and enhancing audience involvement thanks to the graphic component of the tool. The Consortium plans to produce at least 4 posters/roll-up banners accordingly to the opportunities offered by each public event.

A preeminent graphical template will allow communicating with the target audience, and also conveying the graphical identity. Posters and roll-up banners will also contain the QR Code to the project website when in physical format, whereas it will include links to the website and social media when digital. These materials will be made available to the project website and distributed to the people interested in the project topic as soon as released.

² https://mobile.twitter.com/Albatros_EU

³ <https://www.linkedin.com/company/albatros-horizon-europe>

2.3.7. Press releases and media relations

Communication objectives: inform, raise awareness, engage, ensure the impact.

At least 3 press releases will be prepared in association with project milestones, such as the launch of the project, a particular achievement and at the end of the activities. The Consortium will also take advantage of ongoing discussions related to the topics addressed by the ALBATROS project. Since their publication in national and international journals is strictly connected with the media relations the project will be able to create, particular attention will be put into developing an appropriate network of partners that can support spreading the project key messages. All partners will contribute to the diffusion of project press releases through their network of contacts as well as by providing technical contents when needed.

2.3.8. Mailing lists and newsletters

Communication objectives: inform, raise awareness, engage, ensure the impact.

A mailing list will be developed using website and social media call to actions as well as word of mouth since the project beginning. The mailing list will then be used to share periodic project updates at least once a year and up to once each three months. Being a mean that will be used throughout the entire project, it will pursue different objectives. Considering the diversified group of people that receive it, the contents will be provided in a way that allow even the less specialised audience to follow the project progress. The newsletter will be used also as mean to increase website traffic towards project updates and outcomes. Tools such as Mailer Lite or Mail Chimp may be used to monitor the engagement generated by the newsletter.

2.3.9. European Commission Channels

By collaborating with the Project Officer, the Consortium will seek opportunities to be promoted through the European Commission's channels and events. Before the end of the first year, the Consortium plans to appear at least once on the Horizon Magazine⁴, the EU research and Innovation Magazine spreading latest news and features about science and innovative research projects funded by the EU. Furthermore, the Consortium will explore the possibility to get involved in the activities of CINEA - the European Climate, Infrastructure and Environment Executive Agency⁵.

Other channels will be scouted and evaluated during the project progress. The "D6.3 - Final Communication and Dissemination plan" will provide a more detailed description of the EC channels used by ALBATROS.

2.3.10. Videos

Communication objective: inform, raise awareness, engage.

Video(s) represent an easy way to spread messages about the project and its results. The Consortium will consider providing video(s) about the project findings and potential applications as soon as the first results

⁴ <https://ec.europa.eu/research-and-innovation/en/horizon-magazine>

⁵ https://cinea.ec.europa.eu/index_en

are ready to be shared. They will address the general public as well as more specialised audiences. Social media profiles will contribute by shared the video(s) and monitor their impact on the community.

2.4. Communication key performance indicators (KPIs) and success criteria

Constant monitoring of the results of communication actions is fundamental. This allows to pinpoint actual strengths and weaknesses of the strategy pursued, to identify and implement corrective actions, to measure the effectiveness, and to report results. ALBATROS identified a preliminary set of indicators to keep track of the progress of communication activities.

Based on the periodic assessment of the success on these criteria, the project will update the communication plan, including also a refined list of concrete actions to communicate the project results and the assessment of the impact of these results on the target users.

Communication KPI	M1-M20	M21-M42	Overall
N. of unique visitors to the Website (based on Google Analytics)	1000	3000	4000
N. of blogs	At least 20	At least 22	At least 42
N. of social media followers (LinkedIn and Twitter)	400	500	900
N. of social media campaign impressions	>400	>700	>1100
Brochure and Flayers	1	3	4
Posters and Roll-up banners	1	3	4
N. of press releases delivered to traditional media	1	2	3
N. of newsletters	2	2	4
N. of citizens informed about ALBATROS	2500	3500	6000

Table 2. Communication Key Performance Indicators (KPIs)

3. DISSEMINATION

3.1. Dissemination objectives and strategy

The overall goal of dissemination activities is to describe and ensure project results are available for others to use [1]. Dissemination comes after communication, as it benefits from the community of followers created from the beginning of the project. Having a well-founded group of followers is of paramount importance to improve the dissemination of project results.

Concerning the strategy defined in Section 2.1, the following objectives are the ones that will be pursued through dissemination activities:

- Raising target audience awareness about the project results
- Engage the stakeholders to maximise the uptake of ALBATROS findings

Dissemination is related to technical content. In order to accomplish the above goals, the partners' contributions are essential. Through dissemination activities, the ALBATROS Consortium will have the opportunity to allow other researchers to go a step forward and contribute to the advancement of the state of the art.

3.2. Target audiences

Dissemination activities will focus on a more specialised audience than those targeted by communication activities. Specific audiences for dissemination purpose are the research community, aviation industry partners, policy makers and regulatory bodies (§ 2.2).

The different stakeholders will be involved in the project activities via different means and activities to ensure the results are available to them (free of charge) and contribute to increasing the safety of European and International Aviation.

3.3. Dissemination means and activities

The dissemination means and activities described in this section aims to enhance the outreach of project results and make scientific results a common good.

3.3.1. Dissemination towards the Advisory Board

Active contribution and participation from a large set of stakeholders are key aspects for the achievement of the objectives of ALBATROS. The project Advisory Board includes public or private organisations at European and international level, that will strongly contribute and benefit from ALBATROS results and future outcomes (e.g., EUROCONTROL, European Aviation Crisis Coordination Cell - EACCC, Airports Council International - ACI, ICAO Global Aeronautical Distress and Safety System - GADSS advisory group members).

Advisory Board members will support the methodological work of the project; provide review, recommendations and feedback on project activities and findings; and bring an external view into the project. Ad-hoc meetings and roundtable consultations will be organised to discuss specific areas of the

project and present project results. Participation in these events will be limited to the Advisory Board members that can really contribute to the discussion, with proved experience on the topic, helping the project to obtain insights even for those areas where limited work is currently ongoing.

Advisory Board meetings aim to gather information on current and future ground operations processes and collaborate with end-users on design solutions through a user-centric approach. Whenever needed, the project will call ad-hoc meetings and roundtable discussions, asking a group of experts to analyse the project findings on specific areas or to gain more in-depth understanding of a specific aspect. Furthermore, the presentation of ALBATROS results to such a diversified audience will contribute to make the project results available for other to use.

Based on project schedule and with the purpose to maximise the support of the Advisory Board, three initial meetings with the Advisory Board are planned:

- **Meeting 1 (M4):** The meeting will give an overview on the ALBATROS project. In particular, the Consortium will describe its approach to involve the Advisory Board in its activities. Furthermore, the project team will describe the articulation of the project work packages and collect first feedback on the refined analysis of existing approaches of the EACCC and the GADSS (T1.1). The feedback will help consolidate D1.4 and guide the WP1 activities taking place until M12.
- **Meeting 2 (M13):** The meeting will aim at presenting the results produced in WP1 in the first year of activities, such as D1.4 – “Analysis of existing standards and best practices for response to crises & emergencies at airports” and D1.1 – “Initial concept and procedures for sharing of information on safety, crises and emergencies”. Inputs from the AB members will be collected and used to refine the initial concept and procedures presented in D1.2 and the analysis of measures to improve survivability of passengers and crew in future aircraft of D3.1 [2].
- **Meeting 3 (M21):** This meeting will aim at presenting the project’s results from D1.2 and D3.1 and gather feedback on the set of deliverables expected from WP2, WP3 and WP4 between M24 and M25 (i.e., D2.1, D2.2, D2.3 and D3.2).

Other roundtables consultation and ad-hoc meetings will be associated to demonstration activities carried out in WP5 as well as other events and workshops of the project. A schedule about the AB meetings expected in the second half of the project will be provide in the Final Communication and Dissemination Plan (D6.3) by M24.

3.3.2. Coordination and Networking with other EU-funded projects

Liaising activities aim to drive the creation of synergies between ALBATROS and other EU-funded R&D projects. Setting up a direct communication channel with similar projects will make possible an efficient exchange of information, potentially leading to organizing joint events and improving the effectiveness of efforts spent by the involved Consortia.

Another important aspect of the collaboration with other R&D project is to foster the exchange of knowledge produced within the project activities ensuring its uptake in future research. In the course of the

first two years, ALBATROS will make contact with several projects to enlarge its network and prepare the floor for the dissemination of the project results.

A preliminary list of R&D project to which the project Consortium will make contact with follows:

- **TULIPS:** an EU-funded project aiming to accelerate the implementation of innovative and sustainable technologies targeting reduced greenhouse gas emissions at airports. In particular, it considers the usage of hydrogen fuel cells to reduce emissions on the ground and sustainable aviation fuels.
- **OLGA:** a H2020 project funded under the European Green Deal, which aims to reduce the environmental impact of the aviation sector. It integrates sustainable aviation fuels supply chains in conventional jet fuel infrastructure and demonstrate complementary types of low-emission mobilities, electric ground support equipment, hydrogen infrastructure and reduced carbon airside operations.

3.3.3. Dissemination towards European Commission

Institutional EU websites will be used to promote the project results at a European level to policy makers, researchers, and a vast variety of experts:

- Research and Innovation Success Stories⁶: a collection of the most recent success stories from EU-funded Research & Innovation
- CORDIS⁷: Multilingual articles and publications that highlight research results, based on an open repository of EU project information.

3.3.4. Third parties' events and conferences

The participation at targeted external events is another relevant channel for disseminating ALBATROS' advancement in knowledge and results. According to the opportunities offered time to time, the Consortium will decide to attend live and/or virtual meetings. The project also plans to take part in events to disseminate its results, share information and create synergies with other relevant project and initiatives organized in the framework of CINEA and Industrial projects.

Additional external events that ALBATROS may attend once first results are produced include:

- ACI Europe Annual Assembly & Congress
- AIAA Aviation and Aeronautics Forum and Exposition
- Airspace World (ex WAC)
- Digital Avionics Systems Conference (DASC)
- DLRK - Deutscher Luft- und Raumfahrtkongress (German Aerospace conference)
- EASN Annual Conferences
- EUROCONTROL Safety Forum

⁶ <https://ec.europa.eu/research-and-innovation/en/projects/success-stories>

⁷ <https://cordis.europa.eu/>

- European Research and Innovation Days
- Human Factors and Ergonomics Society (HFES) Annual meeting
- IATA Safety Conference
- ICAO Global Implementation Support Symposium
- ICAS – Congress of the International Council of Aeronautical Sciences
- IEEE Aerospace Conference

Chapter 5 provides a preliminary set of third-party events the ALBATROS partners will try to attend representing the project.

3.3.5. Public Events

ALBATROS will organize at least five public meetings to spread its findings and create networking opportunities that foster the exchange of knowledge. The Consortium partners will collaborate to produce truly engaging events with lively discussions and actual diffusion of the project results.

A preliminary list of events is provided in the following table.

Event	Subject	Expected date
Event 1	A public event will be organised to present the results produced by WP1 – “Concept Development” and WP3 – “Survivability”.	February 2024 (M17)
Event 2	The second public event will be organised at the end of the second year or project activity to present outcomes from WP2 – “Safety and Resilience”, WP3 and WP4 – “Decision Support for Crisis and Emergencies”. This event might be organised together with the 4 th AB meeting.	January 2025 (M28)
Event 3 – 4	The Consortium plans to organise two open days in combination with the demonstrations organised in second run of demonstration exercises (T5.4).	June 2025 – Jan 2026 (M33 – M40)
Final Event	A final event will be organised before the end of the project activities to present the results to the broader public possible and the project community.	September 2026 (M48)

Table 3. Preliminary list of public events organised by ALBATROS

3.3.6. Scientific publications

The Consortium aims to publish at least six papers in international peer-reviewed scientific journals with open access scheme. The paper submission will begin as soon as the project delivers its first results. Project partners involved in technical activities will present publications to selected conferences and journals, to generate understanding of the project activities and engage the stakeholders. The articles’ references and, whenever possible, a copy of the publication will be available on the project website. Furthermore, the Consortium members commit to acknowledge the funding institution in every paper reporting results

achieved following the activities performed in this project. A preliminary list of journals of interest for ALBATROS scientific dissemination is provided:

- International Journal of Aviation Management
- Journal of Air Transportation
- Airside International
- Frontiers in communication
- AIAA journal
- Aerospace journal
- Journal of Aviation (JAV)
- Aviation Safety Magazine
- Aerosafety World

3.4. Open access to scientific publications

The Consortium members will ensure open access to peer-reviewed scientific publications relating to their results. In particular, the project partners will provide a copy of scientific papers on open access platforms such as:

- Zenodo: a repository that allows all researchers to archive and share their research objects with the world-wide research community.
- Horizon Results Platform: a public platform that hosts and promotes research results thereby widening exploitation opportunities.

3.5. Dissemination KPIs and success criteria

Dissemination KPI	M1-M20	M21-M42	Overall
N. of events organized for external audiences	2	3	5
N. of workshops	2	2	4
N. of events attended representing the project	2	4	6
Presence at fairs and conferences	2	3	5
N. of synergies created with other relevant	2	3	5

H2020, HE, SESAR projects			
N. of articles published (incl. scientific publications as Open Access)	2	4	6

Table 4. List of dissemination KPIs

4. INITIAL TRAINING DELIVERY PLAN

The introduction of innovations in aviation is often hindered or delayed, because operational experts expected to use those innovations are not familiar with them and require significant time to get used to them. The future aviation workforce will be different from today, with more automation, more distributed teams, and new roles and ways of working. To select and train this workforce, ALBATROS will develop and validate training material for its key innovations to enhance aircraft resilience and the survivability of passengers and crew. This will be done under the lead of the ICAO Recognized Training Centre JAA, ensuring that the outputs will be exploitable on a global scale.

New courses and modules foreseen to be developed in ALBATROS will address the existing EU Aviation safety regulatory standards and the ICAO Global Aeronautical Distress and Safety System (GADSS); emergency response procedures; evacuation, search and rescue; use of drones for emergency management; and the use of Data4Safety in Safety Management Systems.

The training material/guidelines for safety, crisis and emergency response will have the potential to improve decision making and the safety of operations of the concerned stakeholders on a worldwide scale.

4.1. Preliminary training objectives and strategy

JAA TO has established a Course Development Unit (CDU) based on the Instructional Systems Design (ISD), using the ADDIE Competency Based Training & Assessment (CBTA) methodology⁸ which consists of five phases: Analysis, Design, Development, Implementation, Evaluation. The following paragraphs describe the 5 phases of the ALBATROS strategy for the course development.

4.1.1. Phase 1 – Analysis

The first phase, Analysis, consists of analysing the training needs (TNA) based on an estimated market demand, a specific performance problem faced in the market or a request from a specific customer. Based on the phase 1 it can be decided whether there is a training need, and the training or training programme should be developed. Based on a course proposal a Preliminary Study and Analysis will be carried out including a preliminary meeting with the JAA TO CDU/Faculty Manager/SME, other ALBATROS partners, and a market analysis.

The Preliminary Analysis will include following topics:

- Definition of the performance problem:
 - Main symptoms of the ‘performance problem’ based on the value proposition model:
 - Causes of the performance problem and system affected.
 - What are the tasks and responsibilities of the target audience.

⁸ <https://research.com/education/the-addie-model>

- What pains, risks, negative aspects, etc. and their relevance, potential customers and participants can experience in fulfilling their tasks and like to avoid?
- What are the positive aspects or the goals the potential customers and participants want to achieve (gains) and how can the course contribute to this? – The potential value of eliminating the performance problem.
- Proposed training solutions to the problem
- Job and Training Needs Analysis.
 - What are the tasks and subtasks needs to be covered in potential training course.
- Population Analysis:
 - Description of the target population.
 - Trainee attitudes towards training.
 - What can be concluded from the population analysis?

The primary goals of the Training Need Analysis phase are:

- a) To identify the need of the training.
- b) To identify appropriate delivery methodology like Classroom (physical or virtual), eLearning, self-study etc. to achieve the training objectives. This is based on the target audience's attitude towards training, including a risk assessment regarding the delivery method.
- c) To describe the job functions, tasks along with the competency factor related to the job, level of proficiency required.
- d) To establish various requirements, such as technical, operational, regulatory, and organisational requirements (including employee training key performance indicators).
- e) To address initial and recurrent training requirements and irregularities in the job continuity

During the TNA, it is ensured that based on the performance problem, the function and the defined tasks and subtasks, a consistent overview of tasks is produced that is in line with the function and any irregularities.

During the preliminary study, the causes and effects of the performance problem will become clear. This includes the possible effects on the performance of the responsibilities of the participants when there is a lack of training/incompetency.

The next phase, the design of the course will start once the proposal is accepted and approved. When rejected the reason shall be stated in writing which along with the Proposal will be archived for future reference or reconsideration.

4.1.2. Phase 2 – Design

Once the proposal is approved, the Course Developer (CD) can continue with phase 2: “Designing the course curriculum”. The analysis of the training needs in Phase 1 are the foundation of this step and therefore this phase mainly comprises of designing two key elements based on the analysis from the previous phase:

- a) An Assessment Plan
- b) A Training Plan

An Assessment Plan

This stage will include the interim and final competency standards related to job function to assess the competencies of the task. The assessment tools (formative) like Progress tests, quizzes, exercises, observations, oral assessments are designed to determine the Interim competency standards in case the course has been divided into modules/milestones. The summative assessment tool - Mastery test/Final examination (written or online test), simulated exercises is used to assess the final competency standard. The assessment plan also consists of the pass marks for the examinations, the number of observations required to assess the performance for the interim and final competency standards.

Training Plan

It is designed and developed to determine links between learning objectives and competencies to be accomplished, to address all the functions including employees performing various functions. During this phase, the CD will detail the composition and structure of the program, units, or modules the course will be composed of, syllabus, and training schedule. Further, each unit will have an end-of unit objective (i.e., what participants should be able to do/know at the end of each unit) and subunits with intermediate objectives (i.e., the knowledge students must gain to master the end-of unit objective). The units will be sequenced in a logical order (e.g., from easy to difficult, or building up on previous knowledge) that will guide the participant to reaching final course objective.

The CD shall fill in two formats which need to be approved in order to proceed with the next phase of the ADDIE model:

- JAA TO Course Syllabus Template
- Training Course Learning Objectives & Task Description This document outlines each Task, Subtask, and their respective learning objective, and the assessment mode (exercises, progress test, mastery test etc.) which will verify that each student has achieved these objectives. Based on the Function, the Form includes a Task Description, including the subtasks and the required Knowledge Skills and attitudes, and Task Terminal objectives and the end-of-Module Objectives/ Mastery Test according to the CBTA methodology [3].

4.1.3. Phase 3 – Development

In this phase, based on the training design, the CD will develop the training course and assessment materials according to the units, sub-units and respective learning objectives outlined in a document describing the course learning objectives and task description. Development involves:

- Creation of the Course Lesson Plan– The lesson plan ensures that consistency is maintained amongst Faculty Managers/Developers
- Production of the course material This also includes practical case studies, exercises, role plays, checklists (if required), videos etc.,
- Production of the assessment materials – Case studies, simulations, pre-self-test or surveys, progress tests, quizzes, formal examination
- Development of the End-of-Course Examination
- Describe in a document the Training Material and Resources– Includes Trainee and Instructor material, resources needed to be available for the delivery of the training course.

4.1.4. Phase 4 – Implementation

Once the new course material is ready according to JAA TO's methodology, it is forwarded by the CDU to the responsible CD. After thorough review and any required changes, the CD coordinate the production of course material. When the course material is ready and a sample approved by the CD and Faculty Manager (FM), the course is ready for Delivery. The CDU takes care of the digital and secured training material. The following steps are part of the Implementation process:

- Establish a schedule for training
- Market the training course
- Launch the course
- Course administration (e.g., print material, location, room readiness, etc.)

In case of a new course, the first delivery will be defined as a validation delivery with a qualified observer and an observation report will be made based and trainee feedback. Based on the results the course and the instructor will be recognised and possible findings reported and corrected.

4.1.5. Phase 5 – Evaluation

Evaluation is an ongoing process throughout all the phases of the ADDIE model. It involves collecting training evaluation data, reviewing training effectiveness, assessing project performance and reporting performance results.

The ALBATROS project will apply JAA TO's Assessment and Feedback System that involves three types of Feedback:

- 1 **Participants Feedback:** Participants are requested to fill out two feedback questionnaires: one right after they attend the course (focused on the overall training experience), and another follow-up questionnaire 30 days after the course has taken place (focused mainly on content-related matters and the quality of the course), which is sent to the course participants via email by the ITMS for online submission.

- 2 **Trainer’s Feedback:** Trainers are requested to fill in a Feedback Form after course completion, which they can submit online via the ITMS.
- 3 **Observers feedback:** on a regular base the instructors are observed by an observer using the JAA TO instructor observation Form.

3.1. First set of training needs

A first set of training need will be provided in the final Communication and Dissemination Plan.

3.2. Preliminary delivery opportunities

The material will be developed for classroom, virtual classroom and/or online courses. There will be 3-day classroom training courses and one trial/validation delivery for each of the developed training modules to a maximum of 20 trainees. Depending on validation and evaluation of the training course by the end users, the training modules will be integrated within existing courses in the JAA Training catalogue or as stand-alone course(s). A list of delivery opportunities will be provided in D6.3 “Final Communication and Dissemination Plan” by March 2025.

3.3. Preliminary list of TRAINING KPIs

During the development of the course the pre-requisites of the participants, the end of the course objectives, the examination – including the required test scores - and the minimum and maximum number of the participants (important for e.g., group exercises) will be defined. It is required the trainees needs to participate the whole course duration. Any absence needs be discussed and approved by JAA TO.

Preliminary KPI for Training	Overall
N. of training modules delivered	5
N. of attendees per training module	10 (at least)

Table 5. Preliminary list of training KPIs

5. PRELIMINARY SCHEDULE OF THE WP6 ACTIVITIES

Activity	Target audience	Provisional dates /frequency
Design of the graphical identity and templates	General Public	October 2022
Website and social media release	All	January 2023
Advisory Board meeting #1	Aviation Industry, Industrial Associations	January 2023
Blog publications	General Public, Research Community	At least one per month
Press release to inform about the launch of the project	General Public, Research Community, Aviation Industry, Industrial Association	February 2023
Publication among CINEA news	Research Community, Aviation Industry, Policy Makers and Regulatory Bodies	March 2023
Publication on the Horizon Magazine	Research Community, Aviation Industry, Industrial Associations, Policy Makers and Regulatory Bodies	April 2023
Newsletter #1	All	May 2023
Social Media Campaign #1	All	June - July 2023
Brochure/Flyer #1	All	July 2023
EU Research and Innovation Days	All	September 2024
Advisory Board meeting #2	Aviation Industry, Industrial Associations	October 2023
Scientific Publication #1	Research Community	November – December 2023
Poster/Roll up banner #1	Research Community, Aviation Industry, Industry Associations	January 2024
Newsletter #2		January 2024
ALBATROS Event #1	All	February 2024
Airspace World 2024	Research Community, Aviation Industry, Industrial Associations	March – April 2024
Advisory Board meeting #3	Aviation Industry, Industrial Associations	June 2024

ALBATROS Event #2	All	January - February 2025
ALBATROS Event #3-4	All	June 2025 – Jan 2026
Project Teaser	All	October 2025 – March 2026
Final Event	All	September 2026

6. REFERENCES

- [1] Successful valorisation of knowledge and research results in Horizon Europe, European IP Helpdesk, March 2022, p.21: <https://op.europa.eu/en/publication-detail/-/publication/ca9e23d5-aa5b-11ec-83e1-01aa75ed71a1/language-en/format-PDF/source-search>
- [2] Grant Agreement, Project: 101077071 — ALBATROS — HORIZON-CL5-2022-D6-01, CINEA, August 2022, <https://doi.org/10.3030/101077071>
- [3] Competency-Based Training and Assessment (CBTA) Expansion within the Aviation System, IATA, <https://www.iata.org/contentassets/c0f61fc821dc4f62bb6441d7abedb076/cbta-expansion-within-the-aviation-system.pdf>