



D7.1: Communication and dissemination plan

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List of Abbreviations

AB	Advisory Board	HSE	Health, safety and Environment
A-CDM	Airport CDM (certification)	IA	Innovation Action
ACI	Airport Council International	IDEP	Interactive Data Exchange Platform
AI	Artificial Intelligence	IP	Intellectual Property
API	Application Programming Interface	IPR	Intellectual Property Rights
APU	Auxiliary Power Unit	LCA	Life Cycle Assessment
AQ	Air quality	LH2	Liquid Hydrogen
ASTM	American Society for Testing and Materials	LIDAR	Light Detection and Ranging (camera)
BEMS	Building Energy Management System	LTO	Landing and Take-off
BES	Building Energy Simulation	MaaS	Mobility as a Service
BEV	Battery Electric Vehicle	MDO	Multidisciplinary Design Optimisation
BIM	Building Information Modeling	ML	Machine Learning
bioNGV	bio- Natural Gas Vehicle	MXP*	Malpensa airport
CA	Consortium Agreement	MRV	Measurement, Reporting and Verification
CAGR	Compound annual growth rate	NGV	Natural Gas for Vehicle
CAV	Connected and Autonomous Vehicles	OEM	Original Equipment Manufacturer
CDG*	Paris-Charles de Gaulle airport	OMS	Operation Management System
CDM	Collaborative Decision Making	PAX	Passenger
CFS	Certificate on the Financial Statement	PC	Project Coordinator
CLJ*	Cluj Airport	PMC	Project Management Committee
CNG	Compressed Natural Gas	POBT	Predicted Off Block Time
DL	Deep Learning	R&D	Research and Development
EAQM	Emissions and Air Quality Monitoring	RES	Renewable Energy Source
EC	European Commission	RGB	red, green, and blue (camera)
EoL	End of Life	SAF	Sustainable Aviation Fuel



EPC	Engineering Procurement and Contract	SC	Steering Committee
EU	European Union	SME	Small and Medium Enterprise
(P)(H)EV	Plug-In hybrid Electric Vehicle	TRL	Technology Readiness Level
FLW	Food Loss and Waste	UAV	Unmanned Aerial Vehicle
FMS	Fleet Management systems	UFP	Ultra-fine Particles
FP	Framework Programme	VOC	Volatile Organic Compounds
GHG	greenhouse gas	WG	Working Group (of the AB)
GIS	geographic information system	WP	Work Package
GPU	Ground Power Unit	WPL	Work Package Leader
H2020	Horizon 2020	XOPS	Operation / Fleet Management System (RMP4 product)
HEFA	Hydroprocessed Esters and Fatty Acids	ZAG*	Zagreb airport



1 Executive summary

1.1 Introduction

The OLGA (hOlistic & Green Airports) Communication & Dissemination Plan (D7.1) is a document which summarises the strategy and actions of the beneficiaries to raise awareness, inform and share the project results with the target groups (dissemination), as well as with the civil society and the media (communication). The plan is formed of a communication strategy and a dissemination strategy, with both entailing associated actions and measures. This revised version of the document provides more precision of the different roles and procedures, as well as illustrations graphically demonstrating dissemination and communication steps.

1.2 Brief description of the work performed and results achieved

The OLGA plan establishes the management guidelines for communication and dissemination activities, such as the policy and rules, the strategies and objectives, the target groups and the tools used to perform these tasks. Measures for evaluation and a timeline for the communication and dissemination activities are also included in the plan.

1.3 Task activities

ARC, in its role of WP7 leader and Communication Manager, produced deliverable D7.1 in cooperation with the Dissemination Manager (TUCN), which was reviewed by the Project Coordinator (PC), ADP and the Steering Committee (SC).

1.4 Conclusion and outlook

The Communication and Dissemination Plan is meant to be the go-to document for the project's consortium when it comes down to increasing the visibility of the project and maximising its impact. The document will be updated as necessary, following the progress made on the project results.

2 OLGA project in a nutshell

OLGA has been selected by the European Commission (EC) as part of the H2020 call for projects under the European Green Deal (GD), focusing on environmental innovation. This new strategic project, coordinated by Aéroports de Paris SA (ADP), with Paris Charles de Gaulle Airport in France as a frontrunner, and with Zagreb Airport in Croatia as a partner, started on 1st October 2021. The project aims to improve the aviation sector's environmental impact in an innovative and sustainable way. Two other European airports are also involved in the project: Milan-Malpensa in Italy and Cluj in Romania. Paris-Charles de Gaulle airport is therefore positioned as the leader of a consortium carrying out major environmental innovations deployed and disseminated until 2026.



OLGA has a total budget of €34 million, with €25 million funding from the EC over a period of 60 months. The consortium is formed of 41 partners and 17 third parties, involving large and small airports, one airline, public authorities, researchers and innovative start-ups.

The project thrives to demonstrate innovative environmental solutions applicable to the consortium's member airports and capable of being replicated on a European scale. The solutions are meant to lead to proven CO₂ reduction, air quality improvement and biodiversity preservation with involvement of the entire sector's value chain. The OLGA results will generate positive societal, environmental and economic impacts that will spread to the local, national and European level.

3 Subject of communication and dissemination

The OLGA objectives and results are the subject of communication and dissemination activities. These activities aim to raise awareness about the positive impact OLGA generates at social, economic, and environmental levels. They also aim to deliver the project results to the stakeholders that can best make use of them.

The OLGA objectives were thought to support airports in balancing their environmental and economic performance by:

- Further improving their internal operation, as well as fostering low carbon construction and decommissioning.
- Supporting the energy transition and sustainable (aviation) fuels for air and ground transport.
- Fostering new business models for sustainable fuels, recycling and waste, moving towards the circularity.
- Reinforcing the integration into their local ecosystem and community (environment, social and economy).

These objectives are in-line with the three pillars on which OLGA project was built:

1. Increase the **environmental Performance from a Flight Operations Perspective**.
2. Increase the **environmental Performance from a Passenger and Freight Perspective**.
3. Increase the **environmental Performance from a Community Perspective**.



To reach these objectives, OLGA proposes a portfolio of innovations deemed necessary to the global airport/aviation industry and which can be replicated and implemented at various levels (from small regional airports to major hubs). These innovations are:

- **Airside Emission, pollution**, GSE telemetry for air quality monitoring & management, APU usage, liquid leakage, air quality module, data sharing platforms and web-based pollution estimation.
- **Landside Emission** management of urban road traffic through web-based pollution estimation environment **Sustainable Aviation Fuels (SAF)** traceability.
- **Low carbon construction**, support to digital conception by developing communication between BIM conception tools and LCA / NRJ management IT tools; reinforce circular economy in construction to enhance the use of eco-friendly materials.
- Efficient **lighting** systems for terminal and apron (Ingelux/ADP), where possible combined with 'smart' Light poles to support communications and data collection.
- **Energy – Hydrogen**.
- Engineering services for design and O&M of electric grid flexible green hydrogen hubs (also foreseeing potential local gas grid interaction).
- H2 Certification standards.
- **Deployment of the TaxiBot** possible in ADP airport network starting with CDG and replication (analysis) in MXP).
- Demand model for trips between parking and terminals.
- **BiodiversIT** – OpenSource Platform and software solution with data analytics algorithms to assess, monitor and manage on site biodiversity.

Since these innovations are patented and some of them trade secret, the methodology, sources or information behind them will be undisclosed. Nonetheless, the collective efforts of the partners to build them and their development as much will be promoted and presented to key audiences that can benefit from them.

4 Timing of the communication and dissemination activities

Communication and dissemination are planned in accordance with the stage of development of the project as planned in the Description of Action (DoA). While the communication activities start at the beginning of the project and they are performed continuously, the dissemination activities are strictly related to the delivery date of the project results. According to the planning made in the DoA, communication and dissemination activities are foreseen as seen in Figure 1.

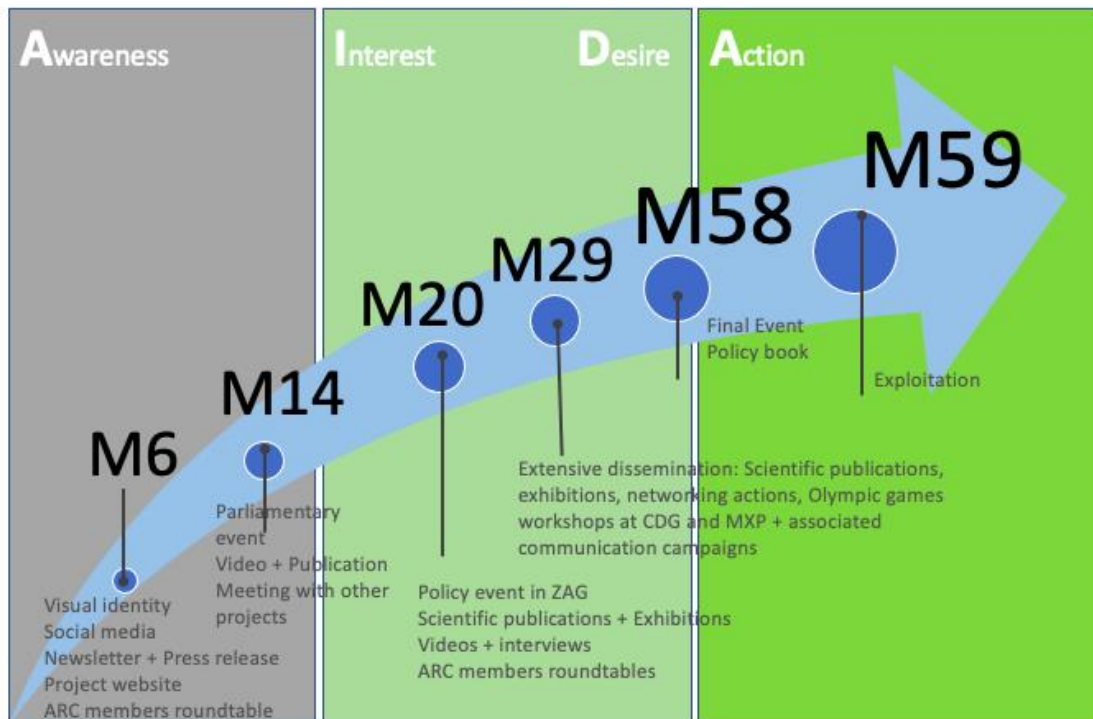


Figure 1: Plan for Communication and Dissemination activities

Each month, as part of the PMC meetings, the upcoming activities are being presented and discussed in order to ensure their timely delivery.

5 Evaluation of the communication and dissemination activities

For the evaluation of the OLGA communication and dissemination activities, quantitative indicators and associated metrics were set-up where applicable. A numerical target has been estimated as a cumulative estimate based on individual partners' inputs. These indicators represent only an initial assessment and will be periodically reviewed. Throughout the project and based on its implementation, it is foreseen that these indicators increase (see Table 1).



Table 1: Communication tool and target

COMMUNICATION TOOL	TARGET
Visual identity	1 primary logo, 1 secondary logo, 3 general templates (Word, PowerPoint, Excel)
Website	1 with 800 unique visitors per month
OLGA contact e-mail	1 general e-mail
Social media	3 channels
Newsletter	1 dedicated section, 24 issues
Press releases and articles	12 press releases
Media list	1 with at least 150 contacts
Communication campaigns	3
Leaflet	1
Roll-up banner	1
Videos and podcast	1 promotional video, 2 videos about the dissemination workshops, 2 animation videos, 10 interviews, 1 podcast
Publications	3
Networking and cross-fertilisation	6 meetings
Demonstrations and local information centres	1 event at each airport
Public policy events	5
Roundtables with ARC members	6
DISSEMINATION TOOLS	TARGET
Scientific publications	15
Participation to conferences and scientific congresses	50
Advisory Board	29 members
Interactions with national and European associations	35
Cross-fertilisation with other projects	5 common participations to conferences



COMMUNICATION TOOL	TARGET
Dissemination workshops	12 workshops, 2 international summer schools
Participation in standardisation working groups and proposals for new work items	1 book
Training	20 sessions, 3 webinars

To ensure effectiveness, coherency, and alignment with the needs of the project, the communication and dissemination activities will be reviewed periodically as part of the PMC meetings. These meetings are an opportunity to make sure that the communication and dissemination activities reflect the progress that the OLGA partners achieved on the outputs, since the Work-Package (WP) leaders, including Cluj Airport, present the status of their deliverables. ARC, as the Dissemination Manager, will take note of the progress and adapt the efforts accordingly. Feedback from the PMC will also be collected on these efforts. The ultimate actions are subject to the approval of the PC (ADP), PMO (LUP) and the rest of the PMC.

6 Management of the communication and dissemination activities

The WP dedicated to communication, dissemination and cross-fertilisation is work package seven, which is led by Airport Regions Council (ARC), which is the OLGA communication manager, while TUCN is the dissemination manager. The role of the ARC, as WP leader, is to plan, establish and update the communication and dissemination plan, in cooperation with TUCN. As the dissemination manager, TUCN is responsible for the management of access rules and monitoring of publications. In its role of communication manager, ARC performs networking and community building actions and raises the awareness of the target groups, including the media and the general public.

As far as communication is concerned, all project partners must contribute to the communication activities and must make use of the tools available in the communication strategy. This obligation is stated in Article 38.1.1 Obligation to promote the action and its results of the GA (p. 59): *“The beneficiaries must promote the action and its results, by providing targeted information to multiple audiences (including the media and the public) in a strategic and effective manner”*. The communication performed by project partners must always be in-line with OLGA’s visual identity, OLGA’s communication strategy and with the GA.

Furthermore, **all project partners are required to contribute to the dissemination** of project results according to their foreseen role and effort and using the available dissemination tools. According to the Article 29.1 of the grant agreement (p. 50), *“each beneficiary must – as soon as possible – ‘disseminate’ its results by disclosing them to the public by appropriate means (other than those resulting*



from protecting or exploiting the results), including in scientific publications (in any medium)". Therefore, every possible opportunity of dissemination should be embraced by the OLGA project partners. However, as the AG states, "**a beneficiary that intends to disseminate its results must give advance notice to the other beneficiaries of – unless agreed otherwise – at least 45 days, together with sufficient information on the results it will disseminate**" (p.51).

In terms of EU funds acknowledgement, according to Article 38.1.2 of the GA (p. 59), partners have the obligation and the right to use the EU emblem in order to inform on the EU funding. All communication and dissemination activities related to the project must display the  [EU emblem](#) and the official acknowledgement including the grant agreement number (without any modification).

"This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101036871 OLGA."

7 Communication Strategy

The communication strategy, led by ARC, guides the entire project and it sets the tone and direction, so that all communication activities work in harmony to achieve the desired impact. The strategy provides tools for the project's communication activities and guidelines on how to use them. These activities that are planned throughout the entire project's lifetime and are addressed to the target groups as well as to the civil society and the media. Additionally, the communication strategy pays special attention to building a two-way communication channel, therefore engaging with the audiences is a priority.

The objectives of the communication strategy are:

- Provide the tools that support the communication and promotion of the project results to the target groups and the wider audience (civil society and media).
- Transpose the scientific findings into comprehensive information which is accessible to the wider audience.
- Engage with the public audience to emphasise positive direct and indirect impact of the OLGA outputs on the society and economy.
- Increase the visibility of the OLGA project across target groups and the wider audience.
- Highlight the added value of European-scaled collaboration.



The OLGA communication measures are addressed to:

- **OLGA target groups:** airlines, airports, GSE managers, territorial authorities, air quality agencies, construction and design companies, energy utilities, facility owners and managers, ground handlers, infrastructure operators, local governments (cities, regions), conservation parks.
- **Civil society:** local communities living around airports and beyond, passengers in general.
- **Media:** journalists and media outlets working in the transport sector.

The communication strategy is based on the quadruple helix approach, meaning that it takes into consideration the media and the public along with the OLGA target groups. In innovation research and policy, the quadruple helix approach is a systematic way of pursuing demand or user-oriented innovation by including “civil society” (public) and the “media and culture-based public” (media) on the stakeholders list (Cavallini, Soldi, Friedly & Volpe, 2016).

7.1 Communication tools

7.1.1 Visual Identity

The visual identity institutes a recognisable and coherent image, representing the signature of the OLGA project. The visual identity encompasses a set of subsequent tools that will be used at all events and all communication related to the project: logo, roll-up and document templates. The visual identity tools are explained more in-depth in the OLGA visual identity manual.

7.1.1.1 Logo

The logo is at the core of the project’s visual identity, being the most important branding element. The logo comes in two versions:

1. Logo accompanied by the definition of the “OLGA” acronym.



2. Logo without the definition of the “OLGA” acronym.





7.1.1.2 Document templates

To boost brand recognition, document templates with design tailored to the OLGA project were created for Word, Excel and PowerPoint. A font was also chosen as the primary project font. All templates are available on EMDESK and indications on how to use them are given in the visual identity manual.

7.1.1.3 Roll-up

To increase visibility of the OLGA visual identity, a roll-up introducing the project to the wider audience was created (see Figure 2).

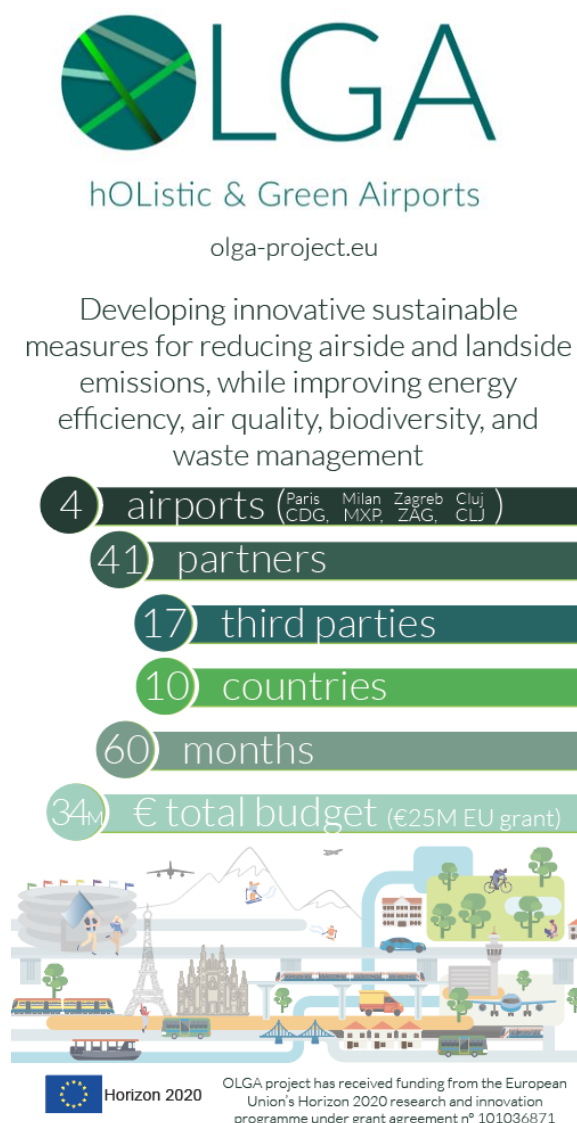


Figure 2: OLGA roll-up



7.1.2 Website

The OLGA website, registered on an EU domain, (www.olga-project.eu) is one of the main communication tools for the promotion of the project's objectives and results. The website itself has a great potential for accomplishing one of the communication strategy's aims, which is to increase visibility and enhance impact of the project outputs.

In order to build a sustainable relation with the wider community, the design and structure of the website were created with the following characteristics in mind:

- **Functional** – the OLGA website is a two-sided platform that allows users not only to get informed about the purpose of the project, but also to engage with the tools developed within the project. Also, to increase visibility of the website, frequently used keywords were included in the metadata.
- **User-friendly** – The website is easy to navigate, users being able to easily find information about the project. The menu summarises the activities of the project, without overwhelming the user with too much information, and provides easy access to the partners list, events, news, project description, newsletter, social media and contact details.
- **Comprehensible** – The content of the OLGA website was thought in such a way that it can be understood by both specialists and non-specialists. The complex technicalities of the project were translated in a transparent format, making sure that the activities of OLGA are graspable by the general public as well.
- **Modern** – Fluid web designs have been incorporated on the OLGA website to support the current trends and technologies, but also to adapt to future advancements. The website also uses visual communication (photos, colours), in line with the project's graphic identity.
- **Optimised & Responsive** – The OLGA website supports modern browsers and is optimised for smartphones. It is also responsive, as its layout and features can adapt to the device and browser size.
- **Secure** – The website has an SSL (Secure Sockets Layer) certificate, therefore the communication between the web browser and the web server is secure. Also, the website is equipped with a cybersecurity software meant to protect the content of the website and its users against cyber-attacks.

7.1.3 OLGA contact email

The generally used OLGA contact email is contact@olga-project.eu. This email address is displayed on the Contact page of the OLGA website. The inbox is managed by the ARC and relevant emails will be forwarded to concerned partners.



7.1.4 Social media

OLGA Project is active on two social media channels – Twitter (Figure 3) and LinkedIn (Figure 4), both administrated by ARC:

- Twitter handle – @OLGA_ProjectEU, [accessible through this link](#).
- LinkedIn name – OLGA Project, [accessible through this link](#).

7.1.4.1 CINEA and HorizonEU mentions

It is important to mention that, while posting on social media, partners should aim to always tag Horizon 2020 and CINEA profiles, especially on Twitter. This gives OLGA's posts more visibility and more chances for these profiles to reshare project's updates.

Horizon 2020 and CINEA profiles:

- **Twitter** – @HorizonEU (the old Horizon 2020 profile has changed to Horizon Europe, although OLGA Project belongs to Horizon 2020), @cinea_eu, hashtags #EUGreenDeal, #H2020.
- **LinkedIn** – CINEA - European Climate, Infrastructure and Environment Executive Agency, hashtags #CINEA_EU #EUGreenDeal.

7.1.4.2 Style of communication

The communication on these social media channels is less formal and includes storytelling. The main purpose of these channels is to promote the project, attract more attention and awareness about the project's tasks and results. Project partners are highly encouraged to follow OLGA's Twitter and LinkedIn channels, like and comment the published content – the more active are the followers of these accounts, the more the project will be promoted among people with similar interests.

7.1.4.3 Visuals on social media

Text alone does not perform well on social media. Unless it is something urgent or very important, text will never perform better than the same text + a graphic or a visual illustration next to it. In the OLGA visual identity manual, there are various visual elements that can also be used for social media distribution. In general, it is recommended to create easy, quick specific illustration for the social media text (like a screenshot of the article described, a picture from the attended event, etc.). However, if there is not any possibility of a specific illustration, partners can use the ones provided in the OLGA visual identity manual.

ARC oversees OLGA's social media channels and will observe their activity. Partners are always encouraged to share their own content tagging the project for resharing. Also, partners can send ARC an e-mail about a post they want to share on OLGA's social channels and ARC will publish it.



Figure 3: OLGA's Twitter profile

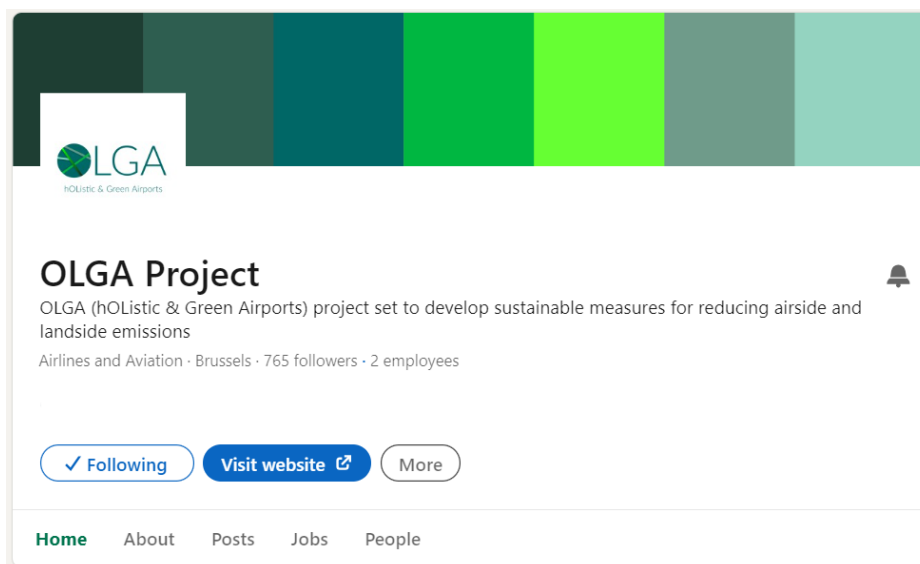


Figure 4: OLGA's LinkedIn profile



7.1.4.4 Hashtag

The official hashtag of the OLGA Project is **#olgaproject**. It is always good to use this hashtag when writing a post about the project. However, it is important to tag OLGA Project social media profile as well – this way ARC can see the content quicker and repost it. Other relevant hashtags of the project are: **#EUGreenDeal**, **#H2020**.

7.1.5 Newsletter

OLGA updates will be distributed in a dedicated box of the ARC's newsletter. ARC already has gathered a database of thousands of stakeholders from the aviation industry representatives, media contacts, policymakers, regional authorities, etc. The newsletter is in line with the GDPR rules, opting in of users being voluntary via newsletter and website registration. Users can also opt out anytime.

In case partners want to spread an OLGA update in the newsletter, they have to contact ARC by e-mail and provide a short description of the update (preferably with an external link in which the reader would find more information).

In order to subscribe to the newsletter, [follow this link](#).

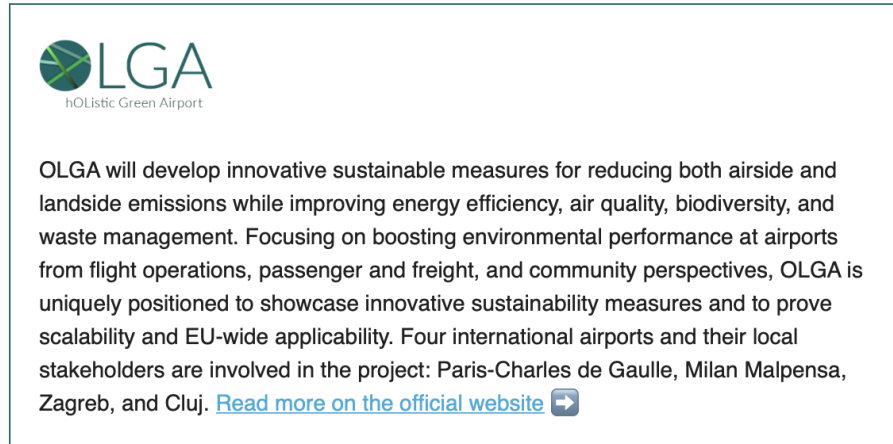


Figure 5: ARC newsletter with a dedicated text box to OLGA

7.1.6 Press releases & articles

The primary function of the OLGA press releases and articles is to publicise significant information about the project that could be of interest to the general public and the media.

Press releases will be written following the OLGA events and major achievements. Articles will be written about specific tasks and activities of the project and will mainly serve as content for the OLGA



website. The press releases of the project will be showcased on OLGA's website as well as OLGA's newsletter box.

Partners are required to inform ARC about their own press releases and articles related to the project for further distribution – if the article is in English, it is possible to publish it in the website and on social media channels; if the article is in another language, partners are kindly asked to send ARC a translated version in English or at least one-two sentences English description for distribution on social media.

Additionally, partners are encouraged to distribute the press release (or article) to relevant audiences – press contacts, local media outlets & post about it on social media (so OLGA channels can repost it).

Important: In every press release and article, it is mandatory to mention the following sentence (usually at the very end of the text):

“OLGA project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement n° 101036871.”

7.1.7 Media list

A media list was established, and it gathers journalists from the transport sector. The list comprises European media, international media and local media. The contribution of these journalists is to echo the objectives of OLGA project and to promote the research carried out by the project.

7.1.8 Communication campaigns

Specific communication campaigns will be created to promote the dissemination workshops organised in relation with the Olympic Games (Paris, 2024; Milan, 2026). Advertisements and promotional materials will be placed at the airports to raise awareness about the impact and outcomes of the project. Online campaigns will also be developed for social media and sponsored to achieve effective engagement with stakeholders.

7.1.9 Leaflet

A leaflet presenting the project objectives and partners as well as third parties was created and will be used both digitally (for social media, website, advertisements) and in print format to be distributed at OLGA events and external events.

7.1.10 Videos and podcast

Illustrative communication proves to be the most effective mean of reaching out to the wider audience and for engagement. Several pieces will be produced throughout the project duration: 1 promotional video introducing the project and its objectives, 2 videos summarising the Olympic Games workshops (Paris, 2024 and Milan, 2026), 2 animation videos focusing on explaining OLGA



results, 10 interview videos offering a “backstage” view to the researchers behind OLGA and 1 podcast on key themes (Transport & Airside, Terminal & Energy, Environment).

7.1.11 YouTube

All OLGA videos will be hosted under ARC YouTube channel in a dedicated OLGA playlist. This way it is possible to ensure that the videos will be kept online even after the project ends.

7.1.12 Publications

Several communication publications will be developed throughout the lifetime of the project. The publications will be produced based on the content of the OLGA events and they will summarise the main takeaways.

7.1.13 Networking and cross-fertilisation

Meetings with members and representatives from different working groups and organisations will be organised: ARC network, Polis network, Noise Expert Group, ECATS members, ACI members, ERA members. Agreements to distribute OLGA public information via their communication channels will be encouraged. Collaboration with other projects (internal, other R&D projects) to maximise the knowledge and generate innovative ideas: (meetings, workshops).

7.1.14 Demonstrations and local information centres

Public awareness and engagement with the local communities will be built through local information centres at the OLGA airports (CDG, MXP, CLJ, ZAG). The House of Sustainable developments will spread the word about the benefits of OLGA. The OLGA communication tools will support in establishing a transparent channel of communication with the local communities.

7.1.15 Communication towards ARC members

OLGA's one major audience will be local and regional authorities with airports thus reaching them with key messages and getting back adequate feedback on outputs regularly are crucial for the success of the project. The ARC General Assembly once a year can give the floor to communication in person. As part of these events, ARC will organise roundtable discussions to test and comment on the project's public results once a year during the project lifespan.

7.1.16 Public policy events

ARC will organise at least one public policy event/year and also the final event (targeted at relevant stakeholders, general public and media). Refer to Table 2 for the list of public policy events.



Table 2: Pubic policy events

EVENT	LOCATION	ESTIMATE DATE	PARTICIPANTS
Parliamentary meeting – event to be organised at the European Parliament in cooperation with a member of the European Parliament, targeting policymakers and specialised media	Brussels	2022	60
Conference in collaboration with ECATS and Zagreb Airport, targeting researchers in the field of aviation, environmental impact, industry and environmental agencies, as well as local communities	Zagreb	2023	100
OLGA sessions within EU Regions Week and/or EU Mobility Week, reaching out to civil society as well as a high number of policymakers	Brussels	2024	60
Conference in collaboration with ECATS and Cluj Airport, targeting researchers in the field of aviation, environmental impact, industry and environmental agencies, as well as local communities (e.g., the Association of Romanian Airports)	Cluj	2025	100
Final event – high-level public conference at the ARC premises. Over 200 participants expected (target groups, civil society, media)	Brussels	2026	200

8 Dissemination strategy

Dissemination is the public disclosure of project results by any appropriate means, other than exploiting them. The dissemination strategy, led by TUCN, focuses on the transfer of knowledge and results to specific target groups that can best make use of them. To identify the target groups that could benefit the most from the OLGA outputs, it is important to firstly map the stakeholders. In this sense, the dissemination strategy includes a stakeholders' mapping process.

The dissemination strategy also determines the designated tools for disclosure of results and stakeholders' engagement. These tools are essential in maximising the impact of the research carried out in OLGA. The dissemination tools are addressed directly to the project's specific target groups, hence effectively ensuring the sustainability of results.



The role of the dissemination activities is to bridge the gap between the project outcomes and the target groups that can best make use of the results. The objectives of dissemination are the following:

- To deliver the project results to the specific target groups that can best make use of them.
- To disseminate the new knowledge created in the project, as well as the methodologies used in the project.
- To exchange experience with other projects and groups carrying out research in the same field in order to join efforts, minimise duplication and maximise impact.
- To engage with potential end-users of the project results.

While the communication strategy is based on the quadruple helix approach which considers, amongst stakeholders, the public and the media as well, the dissemination strategy addresses only specific target groups. These target groups represent the stakeholders that can best make use of the project results. In order to identify these respective target groups, a stakeholders' analysis and mapping must be performed.

First of all, a stakeholder is anyone who has a vested interest in the project or will be directly affected by its outcomes. Several stakeholders have been identified based on the following criteria:

- **Contribution (value):** Does the stakeholder have information, counsel, or expertise in transport that could be helpful to the project?
- **Willingness to engage:** How willing is the stakeholders to engage?
- **Influence:** How much influence does the stakeholder have?
- **Necessity of involvement:** Is this someone who could derail or delegitimise the process if they were not included in the engagement?

As a result, the OLGA stakeholders are: airlines, airports, GSE managers, territorial authorities, air quality agencies, construction and design companies, energy utilities, facility owners and managers, ground handlers, infrastructure operators, local governments (cities, regions), conservation parks.

8.1 Dissemination tools

For targeted dissemination, tools have been put in place in order to support stakeholder engagement.

8.1.1 Scientific publications

To reach out to key target groups, project partners can publish findings in different leading scientific publications, provided that the information to be shared has public character and that partners received a formal approval for publishing from the SC.



8.1.2 Participation to conferences and scientific congresses

According to the available budget and activities planned in the DoA for each partner, project partners are recommended to attend major international events as speakers, within which they present the project, its objective and expected results. However, any participation to event/ conference outside Europe, even when planned in the DoA, can be done only upon prior approval from the Project Officer (and limited to one expert only). They can also attend the events as participants, provided that they distribute OLGA materials at the events.

The following events were selected by the OLGA consortium as possible dissemination opportunities:

Light & Building Fair (Germany), G-STIC (Global Sustainable Technology and Innovation Community) Conference, EIT Raw Materials, Transport Research Arena, IEEE Conference on Intelligent Transportation Systems, TAP International transport and air pollution conference, IEEE CAVS: Connected and Automated Vehicle Symposium, ILA - Innovation and Leadership In Aerospace, KAS - Korea Aero Summit, International Congress of Romanian Automotive Society, GAS TECH - International Exhibition and Conference, Paris Air Show, Interairport Munich, Passenger Terminal Conference and Exhibition.

8.1.3 Advisory Board

The Advisory Board (AB) is formed of experts and policymakers from high level institutions, which are also part of the OLGA target groups. Sharing and collective feedback from the AB is also a form of dissemination, which can highly contribute to output development.

8.1.4 Interactions with national and European associations

OLGA partners will seek to engage with associations that can further dissemination and/or use the project results. The following associations were mentioned in the OLGA DoA, but the list can be further enriched based on consultations with the SC.

CIE (commission international de l'Eclairage), AFNOR, AFE (association française de l'éclairage), ELCA (European lighting cluster alliance), Agoria, Polis Network, Society of Automotive Engineers of Romania, FIEA (International Federation of Automotive Experts), Association "EUROAVIA Cluj-Napoca", German Society of Applied Mathematics and Mechanics, France Hydrogen Association, H2IT – Italian Hydrogen Association, Green Building Council Italia, Smart City Association; CEM(Collaborative Environmental Management) initiative and the Ecolabel, Environmental Strategy Committee (ACI Europe).

Meetings, presentations or exchanges can be organised between OLGA partners and these associations.



8.1.5 Cross-fertilisation with other projects

Synergies with other European and international running/new projects where OLGA partners are actively involved, but also external projects, will be identified. The purpose is to create a vibrant network that enhances coherence and efficiency of smart and sustainable mobility research efforts, embedding OLGA in the wider ecosystem. In general, the collaborations can include: co-linking projects' websites/social media, joint press releases, publications, and participation/booth at (public) events, co-hosting/presenting in training events/ workshops, bilateral discussions.

8.1.6 Dissemination workshops

OLGA partners have planned several strategic workshops: as part of Paris Air Show 2023, a workshop addressed to European civil aviation authorities will be organised. Aligning with the Olympic Games, workshops will also be organised in 2024 (Paris) and 2026 (Milan), targeting airports, national airport authorities, civil aviation authorities, industry associations, private industry, academia, innovation clusters and environment agencies. These workshops will focus on Transport & Airside, Terminal & Energy, Environment. Two thematic workshops will also be organised: first a workshop on air quality control, vehicle emission estimation in real life conditions (IFPEN, @MX); and a series of workshop (3-5) events to highlight the benefits of SAF during the course of the project (ECATS Network), including technical workshops for early career researchers (ECRs) and two international summer schools for ECRs across the 5-year programme.

8.1.7 Participation in standardisation working groups and proposals for new work items

6 policy papers will be produced in line with the EU Green Deal and other transport policies, including TEN-T. The policy papers together with other key findings will be compiled in a book, summarising the main OLGA research efforts. Partners will also represent OLGA project in several strategic consultations with the European Committee of the Regions, Noise Expert Group, European Civil Aviation Conference, etc.

8.1.8 Training

Sessions tailored to audience (staff at airports including service providers, energy auditors / managers, airports, airlines, air navigation service providers, aviation associations, fleet managers, product managers and business development managers) and focusing on workforce development, energy innovation, sustainability, clean technologies will be organised under the leadership of COMOTI with the support of ARC (within WP8.4). ARC training platform will also be used to reach all OLGA target groups: SMEs, researchers, public administrations and airports.



8.2 Dissemination Procedure

It is essential for the OLGA partners to promote the project and disseminate its results outside the consortium. However, dissemination must be carried out in an organised manner to:

- preserve the intellectual rights of the partners;
- avoid disclosure of confidential data;
- ensure consistency with visual identity and GA provisions (e.g., acknowledgment of EU funding).

The procedure for review and approval of results before disclosure is described in the Article 29 of the GA. It is summarised below and illustration in Figure 6:

1. 45 days before the intention to disseminate, the main author / presenter shall send to the Dissemination Manager (TUCN; Dan.Micu@ethm.utcluj.ro) and the WP7 leader (ARC; alexandra.covrig@airportregions.org) the file to be disseminated or, in case of impossibility, a file providing sufficient information on the results to be disseminated, to allow review (e.g. draft abstract / paper / poster / presentation including sufficient detail to demonstrate the purpose of the paper / poster / presentation, the technical foundation for the topics to be covered, any preliminary results to date, and the expected results of the final version, including whenever already possible key figures, equations, tables, and references.)
2. The Dissemination Manager will upload the file on EMDESK Documents Manager under the appropriate folder. The abstract / paper / poster / presentation will be uploaded with a file name ending in a date tag. The Dissemination Manager will send an e-mail to SC (olga_sc@list.emdesk.eu) contacts of the project informing that the file is available for review.
3. The SC contacts of the project can review the file for 30 days.
4. **a)** Any consortium member who objects to the publication of the document should contact the PC (ADP), and the Dissemination Manager (TUCN), WP7 leader (ARC), and the author(s) outlining the reasons for objection. Such reasons are justified if related to the background, results or confidentiality. The coordination team will endeavour to reach an agreement between the objector(s) and the author(s) to facilitate publication. If no agreement can be reached, the SC will adjudicate. If the objection is upheld and the author(s) are unable to correct the problem, the abstract / paper / poster / presentation must be withdrawn.

b) The author(s) can assume that the dissemination is approved by the consortium if no objection has been raised within 30 days after the sending of the request for review (date tag). This can be reduced if all parties agree approve rapidly. The author(s) can then submit the abstract / paper / poster / presentation to journals or conferences.



5. The main author shall inform the Dissemination Manager (TUCN) when the file is accepted / published / rejected and provide complete referencing information (DOI and / or final version).
6. The Dissemination Manager (TUCN) will upload the final version of the file on EMDESK Documents Manager, in the project repository on Zenodo and prepare relevant reporting for the CINEA / EC.
7. If a discrepancy in terms of IPR or breach of confidentiality is noticed between the final version and the version approved by the SC contacts of the project, the PC (ADP, the Dissemination Manager (TUCN) and the WP7 Leader (ARC) will organise a remote meeting between the author(s) and the impacted partners in order to rectify the discrepancy.

Abstracts / papers / posters / presentations arising in part from OLGA and in part from other research activity should also follow the abovementioned procedure.

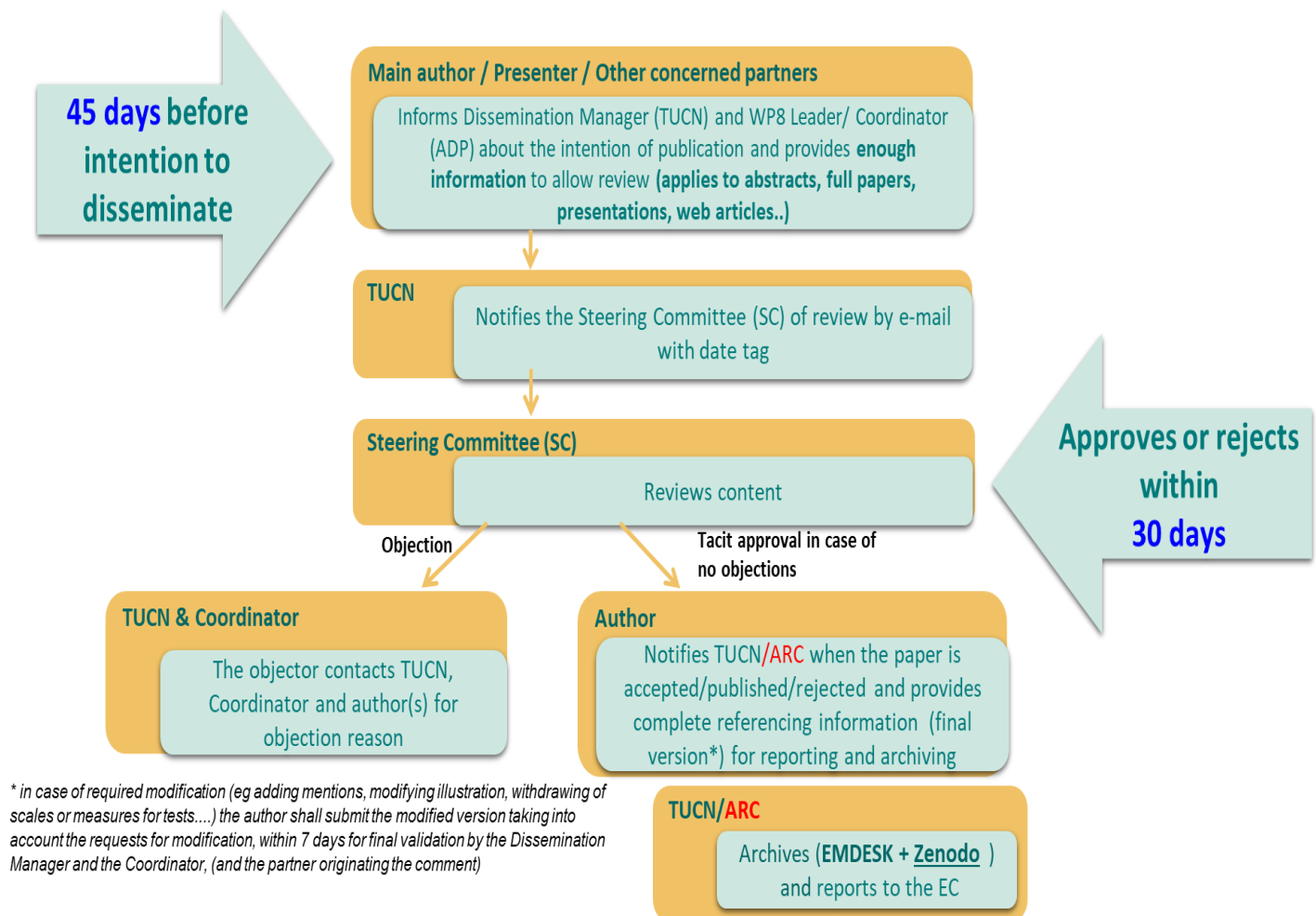


Figure 6: Validation procedure (applicable to both abstracts and full papers)



9 Open access policy

Under Horizon 2020, beneficiaries of grants must ensure “open access (free of charge online access for any user) to all peer-reviewed scientific publications relating to its results”, according to Article 29.2 of the grant agreement.

Also, Article 29.2 stipulates that, machine-readable electronic copies of the publications should be as soon as possible deposited in a repository for scientific publications. In this sense, the OLGA will use Zenodo (www.zenodo.org).

Furthermore, project partners, depending on the complexity of the developed tool, can choose between two equally valid open access types:

- **Green open access (self-archiving):** After an embargo period has elapsed (no longer than six months), publications will be made freely and openly accessible.
- **Gold open access (open access publishing):** The publication is immediately provided in open access mode.

10 Conclusion

The dissemination and communication strategy are essential road-map designed to accompany the project achieve its operational objectives and demonstrate the consortium’s work. It requires a careful analysis, monitoring and prioritising in order to achieve the highest impact.

OLGA has implemented strategies that will allow the project to contribute to the higher Green Deal objectives and goals.



11 Annexes

11.1 Guidelines on stakeholder engagement

Stakeholders are the individuals whose characteristics correspond to the project objectives and will be impacted by the project outcomes or are in the position of affecting the outcomes.

Stakeholders Engagement is the practice of interacting with, and influencing project stakeholders in order to maximise the impact of the project outcomes. Building a strong relation with the stakeholders ensures a successful project delivery.

We suggest you build your network of stakeholders based on **five key principles**:

1. Communicate

Before aiming to engage and influence stakeholders, it is recommended to have a human approach: seek to understand the people you will be working with, be transparent, share information and be informed on their needs as well. Having background information about the stakeholders will help you in identifying the best ways to communicate with them, how relevant the project outputs could be for them and what deliverables could be particularly useful for them.

2. Consult, early and often

Do not forget that stakeholders are not especially aware of the purpose and scope of the project, so they might not have a clear vision of the achievements of the project. Regular consultation is essential to ensure a common strategic roadmap of the project which is satisfactory for each party involved.

3. Remember, they're only human

Again, we insist on the human approach and empathy. In order to secure a productive working relationship, it is important to understand the stakeholders by operating with an awareness of human feelings and potential personal agendas. Stakeholders might be involved in more than one project or might not agree entirely on the project outputs, but criticism can also be constructive and an open mind-set can always find a solution.

4. Plan it!

A planned project is a successful project delivery. Having a measured approach to stakeholder engagement is encouraged. Invest time in careful planning before engaging with the stakeholders, plan project activities in time and control risk mitigation.



5. Relationships are key

Relationships must be based on trust. Where there is trust, there is efficiency. Invest effort in building stakeholder relationships and increase confidence across the project environment. This can speed up problem-solving and decision-making.

By following these five key principles and adding up your own experience to it, you will gain a qualitative sustainable network of stakeholders that will contribute to the development of the OLGA outputs.

11.2 Guidelines for event organisation

These guidelines are meant to provide information to project partners for the organisation of OLGA communication and dissemination events and to report about them to ARC, in such a way that ARC can further post on the OLGA communication channels.

While organising live or online events, it is very important to prepare in advance these details:

- Event description;
- Event banner;
- Event PDF invitation with a banner;
- Tentative (and later, final) agenda;
- Speaker contacts list;
- VIP attendee contact list;
- Registration system set up.

11.2.1 Event description

The event description should be based on the deliverable/output at the core of the event. Before the event, make sure about what you can communicate about these outputs, what can be shared with stakeholders and always be in touch with the partner in charge of these outputs. Please make sure that you always use the OLGA and EU logo and graphic elements, as per the visual identity manual.

11.2.2 Live events

Live events of OLGA should always have OLGA project material for distribution – leaflets, publications, roll-up displays. The attendees should be given the name badge/sticker with OLGA logo on it together with the attendee's name, surname and workplace. This information can be easily collected during the registration process (see later “Registration system” section). Ideally, live events should be recorded (if not live streamed or hybrid) and later published on the OLGA website as well as OLGA YouTube playlist.



After the event, a thank you message could be sent to all attendees and speakers including the recording of the event, presentations and the link to OLGA website and newsletter subscription.

11.2.3 Online events

Given the current situation of Covid-19, online events are mainly our present and most likely a big part of our future as well. While organising an online event, please select the event system that you are the most familiar with – this will really help in case of any technical issues arise. As for ARC, we prefer to use Zoom platform and its registration system for organising webinars and other public online discussions.

Ideally, the background of your video window could be a logo of OLGA or any of the above proposed visuals representing OLGA. Without a doubt, OLGA partners presentations should be done using provided presentation template.

After the event, a thank you message could be sent to all attendees and speakers including the recording of the event, presentations and the link to OLGA website and newsletter subscription.

11.2.4 Roll-up at OLGA events

At any event where OLGA project is the organiser or an invitee, there has to be the OLGA rollup. ARC has created a general roll-up of 100 cm x 200 cm which can be used for any kind of events in order to promote the project and provide its short summary. For receiving this rollup in its original format, please contact the ARC.

Of course, if there's a need for it, partners are encouraged to create their own rollups for the project using the instructions of this branding manual or translate the provided rollup in English in their language (working file in .indd format can be provided).

Additionally, the roll-ups as well can be showcased at your office, at stakeholder meetings, during recordings or online webinars, etc. The more visibility the rollups are getting – the more we promote the project.

11.2.5 Badges

For preparing live events, we recommend sticker name badges for participants with OLGA and Horizon 2020 logo on them. Creating these kinds of badges is very easy as you can import data from your Excel sheet. The service we recommend for badges is <https://www.avery.com>.



11.2.6 Registration system

If you are OLGA event organiser and are responsible for collecting registrations and various participants data, we always recommend to use a free and highly trusted website <https://www.eventbrite.com>. In your event description, please do not forget to mention the project's disclaimer – Grant Agreement number and funding of Horizon 2020.

We recommend Eventbrite system because of the facilitated management of the attendees, changeable registration questions and the flexibility of the system itself. Of course, if you are more comfortable and experienced with another registration system, feel free to use the system that you are familiar with.

11.3 Use of results in OLGA: the big picture

The diagram below presents the process of research and development undergone in OLGA. It also illustrates the dissemination procedure which is in line with the Data Management Plan (D9.5).

