D6.1 Dissemination plan and project identity

Deliverable 6.1

Vista

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Authoring & Approval

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Name/Beneficiary	Position/Title	Date

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Vista

MARKET FORCES TRADE-OFFS IMPACTING EUROPEAN ATM PERFORMANCE

This deliverable is part of a project that has received funding from the SESAR Joint Undertaking under grant agreement No 699390 under European Union's Horizon 2020 research and innovation programme.

Abstract

The purpose of this document, Deliverable 6.1, is to describe the dissemination plan, dissemination policy and initial dissemination products of the SESAR 2020 Exploratory Research action Vista, taking into account its specifications and the target audience. The following pages document the corresponding tasks involved in D6.1. The original deliverable was submitted at the end of July 2016 with the agreement of the Project Officer.

Table of Contents

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1 Introduction

1.1 Vista introduction

Vista is a SESAR 2020 Exploratory Research project that examines the effects of conflicting market forces on European performance in ATM, through the evaluation of impact metrics on four key stakeholders, and the environment. The project comprises a systematic, impact trade-off analysis using classical and complexity metrics, encompassing both fully monetised and quasi-cost impact measures. The primary objectives of the project are to quantify the current and future (e.g. 2035 and 2050) relationships between a currently non-reconciled set of performance targets and (binding) regulations in operation in Europe, specifically:

- The trade-off between, and impacts of, primary regulatory and business (market) forces;

- The horizontal metric trade-offs within any given period;

- The vertical trade-offs between periods, particularly as many targets are not currently mapped from year to year, are discontinuous with other targets, or even entirely missing for given periods (such as, vitally, passenger performance targets);

- Whether alignment may be expected to improve or deteriorate as we move closer to Flightpath 2050's timeframe.

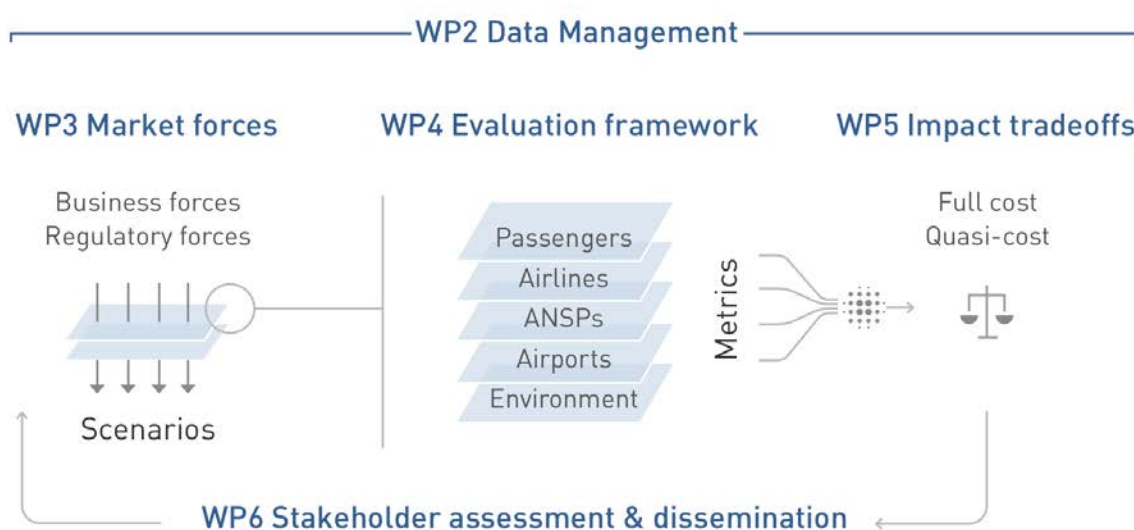The work breakdown structure (WBS) can be seen in Figure 1.1.

Figure 1.1 Vista work breakdown structure

The project consortium consists of the University of Westminster (UK) as coordinator, with partners: Innaxis Research Institute (Spain), EUROCONTROL (Belgium), Icelandair (Iceland), Norwegian Air Shuttle (Norway), SWISS (Switzerland) and Belgocontrol (Belgium).

1.2 WP6, Deliverable 6.1 context.

D6.1 "Dissemination plan and project entity" is the first deliverable of WP6 "Stakeholder assessment and Dissemination". The communication and dissemination tasks are of a crucial importance within Vista for different reasons. A key challenge for Vista is making its innovation potential and results both accessible and usable by aviation stakeholders, in order to progress the state of the art. It is therefore crucial to obtain stakeholder buy-in and engagement with the project. Obtaining feedback from potential users beyond the project consortium is vital, in terms of ensuring the clarity of exposition, the integrity of the results, and the transferability of the lessons learned. To this end, a number of dissemination activities are planned:

- To raise awareness of the project activities and of the value that this will bring to all the relevant air transportation stakeholders;

- To promote the exploitation of the project results to further guide aviation and ATM projects, EU research policies and research activities in the industrial and scientific domains;

- To provide the aviation community with a foundation upon which it is able to provide quantitative assessment regarding future aviation performance targets and regulations;

- To provide guidance to the SESAR Exploratory Research theme 'Economics, legal and regulation';

- Not to forget any of the three main dissemination clusters: general public, specialised audience and decision makers.

In particular the purpose of Deliverable 6.1 is to report how the communication and dissemination activities within Task 6.1 are and will be executed, as a kind of "communication handbook". The main reference for this document has been the H2020 communication guidelines, *Communicating EU research and innovation guidance for project participants*:

http://ec.europa.eu/research/participants/data/ref/h2020/other/gm/h2020-guide-comm_en.pdf

This document will be progressively adapted and refined in accordance with the needs and the evolution of the project. The next deliverables of the dissemination WP will focus on reporting the different dissemination events. As stated in the proposal and in the Description of Action:

> The Dissemination plan and project identity will be defined in the first month of the project. This document will constitute the reference handbook for the project dissemination activities. It will include a statement of goals, a strategy definition, the identification and the analysis of target audience (categorised under three main clusters: general public, specialised audience and decision makers), and the appropriate communication means to attain the dissemination aims. The project will ensure that scientific papers published in academic journals are made available through 'gold' open access, ensuring free on-line access to the end-user. The plan will be designed to be a practical framework for the project's main communications activities and products. It will

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be progressively adapted and refined in accordance with the needs and the evolution of the project.

This task will develop a first version of the project website including some basic information about project aim, partners, events and WBS. Also, Task 6.1 will provide a coordinated visual identity for the project, by designing and delivering the following: project logo, library of web elements to be integrated into partners' websites, together with deliverables and presentations (which will follow SJU templates). These contents will be collated in a dissemination pack to be circulated to all partners in the early phase of the project, as will updates as they become available.

Note that the EU emblem will have appropriate prominence in all disseminated material along with a statement that the project has received funding from the EU's Horizon 2020 research and innovation programme.

1.3 Deliverable structure and contents

- Cover page following H2020 formats

- Abstract including key details of the document

- Introduction to the deliverable: introduction to Vista, WP6 & D6.1 general description, deliverable structure and main contents (including table of contents)

- Vista visual elements (logo, header etc.)

- Vista communication plan, including scientific papers and publications

- Vista events (meetings, open events), including timeline

- Vista internal communication (inGrid, EC-SESAR)

- Vista external communication (website, LinkedIn)

- Vista blog posts and other communication actions

- Acronyms and abbreviations

2 Vista visual elements

In the first month of the project, the consortium has developed a coordinated visual identity for Vista, by designing and delivering the following:

- Project logo. Rationale: The "V" of vista is inspired/composed by aircraft trajectories that perform some kind of geometric "trade-off" with the remaining letters shape. The logo has been produced in different formats: PNG, JPEG and vectorial – EPS, SVG (see below).

- Other visual elements (such as header, web banners), to be integrated in the project website and/or in interested partners/stakeholders website. They are aligned with logo/project visual identity.

- Deliverables and presentations templates and guidelines: Vista will use standard SJU templates for producing project deliverables. The deliverable leader is ultimately responsible for the coordination activities and formatting following the SJU template.

- The SESAR 2020 PowerPoint template will be the standard template for all official project presentations (presentations involving the SJU or an external audience).

- Public website launch (more details below), will follow Vista's visual identity.

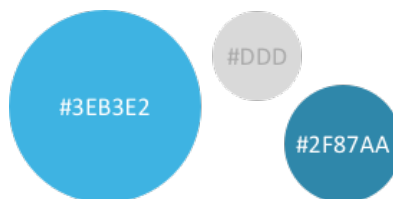- The LinkedIn group (more details below) will also follow Vista's visual identity.

Table 2.1. Vista visual identity elements

Logo versions		Date
Previous versions (proposal time, discarded versions etc.)		18JUN15; 21JUN16
PNG version produced for Kick-off meeting		21JUN16
Final logo (available as PNG and vector image versions)		11JUL16

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Other visual elements	
Corporate colours	#3EB3E2 #DDD #2F87AA
Corporate typography	Calibri
Flat design illustrations	

Available template documents	
Deliverable Word template	Vista deliverable template v4.docx
Deliverable Scroll template	Vista Deliverable Scroll template.docx
Presentation template	SESAR ER Presentation template.pptx

These contents have been collated in a dissemination pack, which has been circulated to all partners at this early phase of the project. During the execution of the project, the dissemination pack will be updated with:

- Vista visual library including textual elements and visual elements, e.g. photos of events, project diagrams, videos, images, icons etc.

- Presentations and posters at events.

- Any other relevant dissemination material that arises during Vista timeframe.

3 Vista scientific papers and publications

This section presents the details of the production and presentation of dissemination material, book chapters, conferences, journal papers, inputs to PhD/Masters theses and any other within the scientific tasks of Vista.

The objectives of producing and presenting scientific papers are:

- To ensure the key theoretical results of Vista's workpackages are documented through papers in the scientific literature stream. This avoids the need for final deliverables referring to key background material in technical reports of individual partners.

- To use established scientific platforms to discuss the results with recognised peer reviewers.

- To meet and discuss with peer researchers in related projects in SESAR, H2020 and beyond.

Papers will be submitted to conferences that satisfy the following criteria:

- The paper submission deadline is within the Vista Kick-off and 12 months after Vista Close-out meeting.

- The quality of the conference is of high standard.

- The conference is expected to receive a large audience interested in Vista's research.

- The project will insure that (subject to budget constraints) papers published in academic journals are made available through 'gold' open access, ensuring free on-line access to the end-user.

It is the partners' responsibility to select suitable conferences for their papers and follow H2020-SESAR rules regarding the associated costs. Each partner will know the most appropriate audience for their paper as there does not exist a simple formula on how to select the best conference depending on the topic. Moreover, the lead time for submission and acceptance of papers at these quality conferences is often several months, while the success rate is typically 50% or less.

A list of suitable aviation-transport publications and conferences is maintained in Vista's internal communication web tool (inGrid, outlined in Section 5), where partners can update names, dates, venues and deadlines for draft paper submission. The University of Westminster, as project coordinator will support and update this list. The coordinator needs to be informed in advance.

A preliminary list of journals has been prepared in Table 3.1, including partners' experience in publishing in those journals.

Table 4.1 provides a preliminary list of events, some of which encourage paper submissions.

Table 3.1. Preliminary list of journals suitable for Vista dissemination (sorted alphabetically)

Journal	Brief description including examples of partners' experience
Journal of Advanced Transportation (JAT) *IF: 1.292 (2015)*	JAT is a fully peer reviewed international journal in transportation research areas related to public transit, road traffic, transport networks and air transport.
Journal of Aerospace Operations (+ Special Issues) (JAO) *IF: N/A*	JAO publishes papers that advance the field of aerospace operations and focuses on theoretical, empirical, and case based research. The University of Westminster and Innaxis have had papers published.
Journal of Air Transport Management (+ Special Issues) (JATM) *IF: 1.084 (2015)*	Relevant journal that publishes economic, management and policy issues that apply to the air transport industry. Both UoW/INX have had papers published recently in JATM.
Journal of Transport, Economics and Policy (JTEP) *IF: N/A*	JTEP is now an electronic journal focusing on the economics of transport and its interface with transport policy. UoW have previous experience publishing here.
Journal of Transportation Safety & Security (JTSS) *IF: N/A*	A journal focused on publishing results about safety research in all modes of transportation.
Transportation Research Part C: Emerging Technologies (TRC) *IF: 3.075 (2015)*	TRC is a journal which publishes papers on novel technologies applied to transportation, data analysis, and specifically causality analysis. Both INX/UoW have previous experience of publishing in *Transportation Research* journals.
Transportation Research Part E: Logistics and Transportation Review (TRE) *IF: 2.279 (2015)*	TRE publishes papers drawn from across the spectrum of logistics and transportation research, such as transport economics and empirical studies of management practices and performance. UoW/INX have previous experience in publishing here.

4 Vista events

The two types of events expected within Vista are: **internal meetings**, focused on internal management and technical details, and **open events/conferences**, more focused on dissemination and bidirectional communication with external stakeholders. By "external" stakeholders, we include any professional not directly involved in the core team: for instance, personnel from the consortium airlines coming from other departments, or SESAR industry members and/or regulatory entities interested in the project outcomes. Participation in international conferences (e.g. SESAR Innovation Days) are also covered in the "open events" classification.

Ideally, both types of events will be held in tandem to minimise travel effort. Planning, procedures and objectives are explained in the management deliverables. Regarding (participation in) potential workshops, if arranged they would be planned/selected in such a way as to favour bidirectional communication and information exchange. This way the Vista team and the invited audience (such as airlines, ANSPs) have the possibility to present their positions and discuss results. The (selected) events would aim to assemble representative audiences. This would include, for example, specialists from organisations participating in existing projects relating to air transportation, SESAR projects, complemented by participation from organisations and countries not involved in these initiatives to foster dissemination throughout the EU member states.

Due to the relatively high number of events and conferences that the air transport community already has the opportunity to attend, the consortium recommends attachment to already existing events. This option allows us to leverage existing events and benefit from an established audience, rather than targeting a totally new audience. This also gives the opportunity for Vista to leverage the brand and awareness associated with the primary event, and use it to apply to the Vista event. The convenience of aligning dates and topics with existing events will be evaluated by the consortium team during the execution of Vista.

Table 4.1 lists potential open events and conferences identified at the start of the project that meet the following prerequisites. All are 1) aligned with the scope of Vista, and 2) within Vista's timeframe. Already scheduled and confirmed Vista dissemination opportunities are included (e.g. SESAR Innovation Days 2016), together with partners' previous experience at the events. Key events taking place outside the EU have also been identified.

A master list of events is maintained in Vista's internal communication web tool, enabling additional conferences (e.g. airport events, ANSP events, airline events) to be tracked in consultation with partners.

Table 4.1. Preliminary list of events suitable for Vista dissemination

Event or conference	Brief description including consortium experience	Dates (announced or expected)
SESAR Innovation Days	Annual conference jointly organised by the SJU and EUROCONTROL, focusing on virtually all aspects of air transport. The University of Westminster and Innaxis regularly present at this conference, obtaining high visibility (SIDs mix industrial and operational stakeholders with academia and researchers).	SESAR Innovation Days 2016: 08-10NOV16 (Delft, the Netherlands) SESAR Innovation Days 2017: NOV/DEC17 SESAR Innovation Days 2018: NOV/DEC18
ACM SIGMOD International Conference on Management of Data	Leading conference on data management; several milestone papers on data / computation were published in this conference in the last decade.	SIGMOD/PODS 2017: 14-19MAY17 (Raleigh, North Carolina, USA)
IEEE SERVICES	Prestigious annual IEEE conference, devoted to all aspects of software services research. One partner of Vista (Innaxis) previously presented a paper on SMC application to air transport, receiving high visibility.	Date/venue of next conference TBC
ACM SIGKDD Conferences on Knowledge Discovery and Data Mining	Possibly the most prestigious conference on data mining and machine learning. Of special interest is the Applied Data Science Track, which focuses on research and implementations of data mining solutions and systems for practical tasks and practical settings.	Date/venue of next conference TBC
ICRAT - International Conference on Research in Air Transportation	ICRAT is a biennial event in Air Transport Research, alternating with the USA/Europe Air Traffic Management (ATM) Research and Development (R&D) Seminar. ICRAT is an excellent forum for young researchers within air transportation to share their work, expand their professional network, and gain new knowledge and inspiration. INX have previously presented at this conference.	ICRAT'18: JUN18 (venue in Europe TBC)
USA/Europe Air Traffic Management (ATM) Research and Development (R&D) Seminar	A biennial Federal Aviation Administration and EUROCONTROL jointly organised event, alternating with ICRAT (see above). Researchers can share results, contributing to current European and US ATM initiatives, SESAR and NextGen, in addition to issues outside these programmes. UoW/INX have previously presented at this conference.	12th Seminar: 26-30JUN17 (Seattle, Washington, USA)

Event or conference	Brief description including consortium experience	Dates (announced or expected)
Advisory Council for Aeronautics Research in Europe (ACARE) WG1 meetings	ACARE's "Societal Challenges" working group, covering mobility, is the most relevant to Vista of ACARE's various expert groups. WG1 meets regularly in Brussels.	ACARE WG1 meetings: held every few months (Brussels, Belgium)
Agency Research Team (ART) meetings	The Agency Research Team is an advisory body of the EUROCONTROL Agency, holding two meetings and two workshops per year.	ART Workshop: APR17 (venue in Europe TBC) ART Workshop: SEP/OCT17 (venue in Europe TBC)
Network Manager User Forum	Annual EUROCONTROL ATM event aimed at the operational community. Vista's airline partners have previously participated. EUROCONTROL (the organiser) is also a Vista partner.	NM User Forum 2017: 25-26JAN17 (Brussels, Belgium) NM User Forum 2018: JAN18 (Brussels, Belgium)

4.1 Vista timeline

The following preliminary communication and dissemination timeline lists expected Vista activities at known events, however other project actions such as tweets, blog posts and journal papers are intentionally not bound by a schedule.

Table 4.2. Preliminary Vista communication and dissemination timeline

Activity date*	Brief description of the communication and dissemination activity
08-10NOV16	SESAR Innovation Days 2016: conference poster
25-26JAN17	NM User Forum 2017: participation and possible workshop presentation
FEB17-APR17 (TBC)	Stakeholder consultation: consult with experts on Vista's business and regulatory scenarios
APR17 (TBC)	ART Workshop: participation and possible workshop presentation
26-30JUN17	12th USA/Europe Air Traffic Management Research and Development Seminar: conference paper (subject to budget constraints as hosted outside the EU)
SEP/OCT17 (TBC)	ART Workshop: participation and possible workshop presentation
OCT17-DEC17 (TBC)	Stakeholder consultation: consult with experts on Vista's D5.1 (Initial Assessment Report)

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Activity date*	Brief description of the communication and dissemination activity
NOV/DEC17 (TBC)	SESAR Innovation Days 2017: conference paper
JAN18 (TBC)	NM User Forum 2018: participation and possible workshop presentation
JUN18 (TBC)	International Conference on Research in Air Transportation (ICRAT): conference paper
NOV/DEC18 (TBC)	SESAR Innovation Days 2018: conference paper (subject to budget constraints as occurs after the project finish date)

* The expected date of the activity (e.g. conference) and not the submission deadline to take part in the activity (e.g. call for contributions).

5 Vista internal communication (inGrid, European Commission, SESAR)

Consortium communication

Internal communication has been carried out (and will continue to be carried out) primarily through the on-line wiki tool named "inGrid" (research.innaxis.org). More specific details about the reason to adopt this tool and its management are given in the Project Management Plan (PMP). Given the scope of the current document, the aim is to focus only on the communication aspects. InGrid has enabled all partners to provide material and comments on every part of the project; from early stages of the proposal to its current status. This web-based tool is both easy to use and easy to learn, providing effective team collaboration. This form of on-line collaboration has dramatically increased the efficiency and speed of management activities and decreased the disorganised clutter of e-mails, document versions, attachments, etc.

As a digital communication tool, inGrid facilitates the coordination and work dynamics within an international team. Currently, almost ten entities are represented within the Vista consortium. With time differences, holidays, and sometimes verbal miscommunication, it is easier to have an on-line tool in which each person can check to see the status of a document or activity in real-time. Furthermore, each comment and edit is documented, leaving a workflow trail that is easy to understand and revisit.

To provide more detail, the inGrid tool enables the creation and editing of pages and subpages, while also providing comment functionality within each page. This has considerably reduced the number of individual consortium communications regarding each particular page. The exporting tool (which allows exports in pdf, Word or Excel format) is extremely useful when producing the final documents, or for working offline (such as during a flight). Whilst Innaxis and University of Westminster have already used this system for a number of years, new profiles have been created for other partners and the SJU.

All of the accounts have been carefully managed by the Innaxis team, with experience moderating the system for a decade. The following screen shots show the first users with full access to the Vista space in inGrid. The second screenshot shows an organisation tree of pages which allows each user to understand the layout of the Vista project and to help them navigate the documents within a designated space in the inGrid tool.

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Access to Space: SJU - LTER - Vista

Alberto Blanch (INX) (alberto blanch)
Alessandro Prister (SJU) (alessandro.prister)
Almudena Martín (INX) (almudena.martin)
Andrew Cook (UoW) (andrew)
Anne Graham (UoW) (annegraham)
Arantxa Villar (INX) (arantxa villar)
Carlos Álvarez (INX) (carlos)
Cristina Gómez (INX) (cristina gomez)
Cristina Horno (INX) (cristina horno)
David Ngo (INX IT admin) (davidngo)
David Pérez (INX) (admin)
David Pérez (INX) (david perez)
Denis Huet (ECTL) (denis.huet)
Dominique Dieck (SWISS) (dominique.dieck)
Einar Andrésson (ICE) (einar.andresson)
Elaine Kubik (INX) (melanie kubik)
Gerald Gurtner (UoW) (gerald.gurtner)
Graham Tanner (UoW) (graham)
Hans Plets (BEL) (hansplets)
Hector Ureta (INX) (hector ureta)
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Massimiliano Zanin (INX) (massimiliano zanin)
OG20 (og20)
Paula López-Catalá (INX) (paula lopez)
repository (repository)
Samuel Cristóbal (INX) (samuel cristobal)
Seddik Belkoura (INX) (sb)
Stella Tkatchova (SJU) (stela.tkatchova)

- 0-Space Access
- 1-Call (r-INX, UoW)
- 2-Proposal Template (r-partners)
- 3-Evaluation (r-partners)
- 4-Grant Agreement Negotiation (r-partners)
- 5-Project Execution
  - 0 Project overview
  - Repositories
    - Action list
    - Calendar
    - Continuous reporting
    - Deliverables
    - Document library
    - Meetings
    - Milestones
    - Project Execution Guidelines
    - Risks
    - Templates
  - WP1 Project management
  - WP2 Data management
  - WP3 Market forces
  - WP4 Evaluation framework
  - WP5 Impact trade-offs
  - WP6 Stakeholder assessment and dissemination
  - WP7 Ethics requirements

Figure 5.1. Users with full access to the Vista space in inGrid

Figure 5.2. Organisation tree of pages for the Vista space in inGrid

There is hardly any learning curve in using this tool and it is impressive how quickly all of the consortium partners have become acquainted with inGrid and even mastering its features within a short period of time. The tool has been so successful in fact that some of the partners are also thinking of adopting this tool for other research projects in which they are leading. In conclusion, the use of inGrid has not only reduced time-wasting managerial tasks (such as dealing with multiple document versions and e-mail exchanges) and has positively improved the project outcomes. It has truly provided a common digital work space for all international consortium partners.

European Commission - SESAR Communication

In addition to the delivery of documents through the ECAS (European Commission Authentication Service), frequent communication with the Project Officer (Alessandro Prister) is planned, who will act as the point of contact at the SJU. Vista's Project Officer has already been informed of the most relevant Vista facts during the KoM in June 2016.
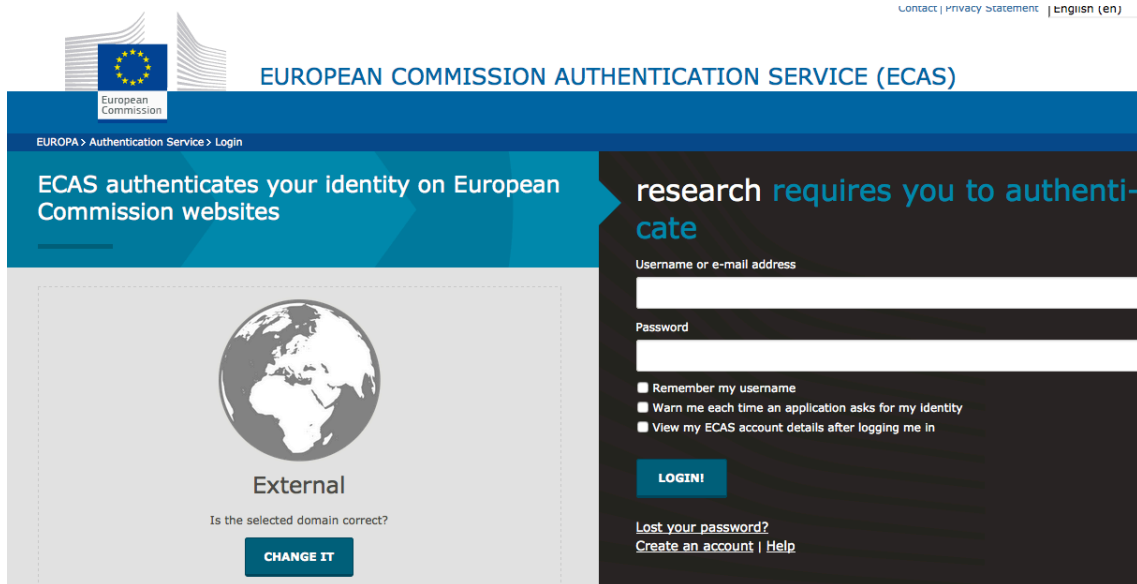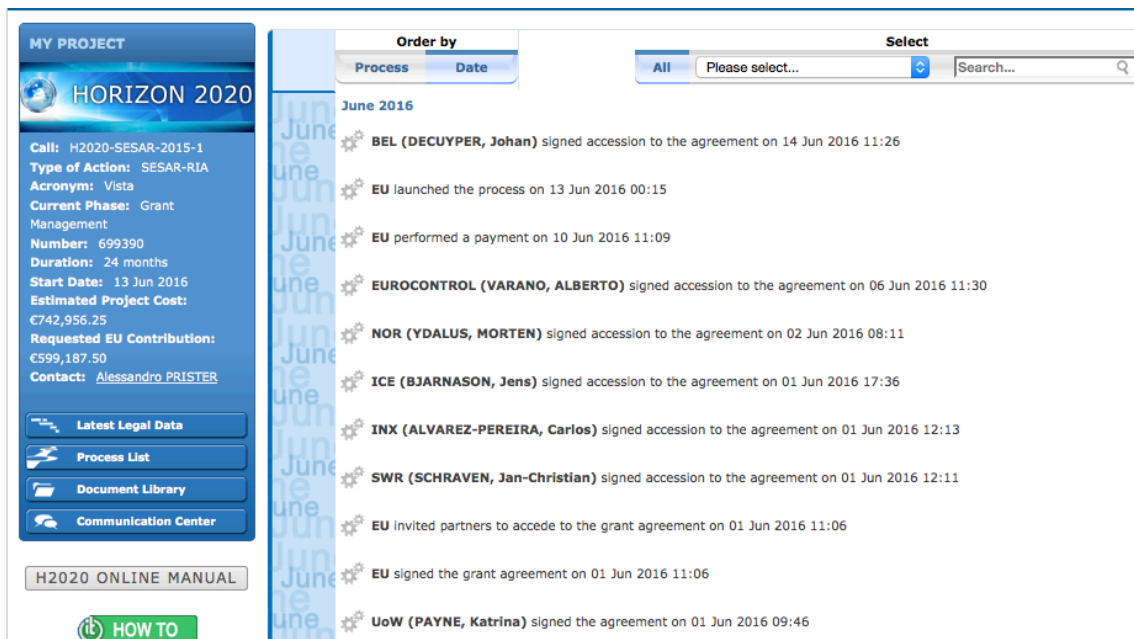

Figure 5.3. ECAS tool authentication

Figure 5.4. ECAS-Vista project

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6 Vista external communication (SESAR, website and LinkedIn)

Most external communication will be executed through the project website and blog posts: vista-eu.com while also being promoted through a wider on-line network on LinkedIn (linkedin.com), and using communication channels of SJU, partners and twitter.

SESAR and partners communication channels. When considered interesting and worthwhile, the consortium will make use of existing communication channels: both of the SJU and of all the partners. For instance, the Vista consortium will send the SJU news items for publication, either on request of the SJU or on a voluntary basis when interesting project milestones (events, outcomes) are achieved.

Twitter. Although a specific Twitter account has not been set up for the project, many of the partners already send tweets (coming from entities and the personal accounts of researchers). When posting Vista-related tweets, the hashtags "**#SESAR**", "**#VistaSESAR**" will be used and/or directly mentioning **@SESAR_JU**.

Public website: An initial version of the site has been launched within the first month of the project, in parallel to Deliverable 6.1. The website has been set up as a dynamic and responsive interface to make all activities relevant to the project accessible and to also enable interactions with external parties. The website will be accessible without registration and be presented in language and terms easily understood by a wider audience, including ATM/aviation users and researchers. The front page contains all relevant information about the project. The information on the website has been and will be updated regularly and the progress on the information available will be reported at consortium meetings.

Website sections include:

Home page. The science:

- General information of the Vista project and links to the rest of the site.

- Information and outreach material explaining scientific concepts which are relevant to the project.

- Relevant scientific publications.

The project:

- Objectives: Explaining the goals of the project, derived mostly from the abstract, with key ideas.

- Work completed (regularly updated): Providing insight into key milestones and current research activities. Although granular, specific analysis is not provided, general informative perspective is provided in an effort to broaden the abstract for potential stakeholders who might be interested in the project.

- Consortium and partners: Identifying partners within the project including partner description, the country in which they are based, some general information and details of their specific role in the project.

- Deliverables: All the project deliverables will be uploaded in this section once finished and formally approved.

The post:

- Meetings and dissemination news: Detailing information about project meetings, including: place, time and main agenda details.

- Outlining communication events, such as previous and future events. There may be web-streaming of events, if technically feasible.

- Blog posts compilation (more information about these in Section 7 of this document).

Some early screenshots of the different website sections are shown below, more at: vista-eu.com
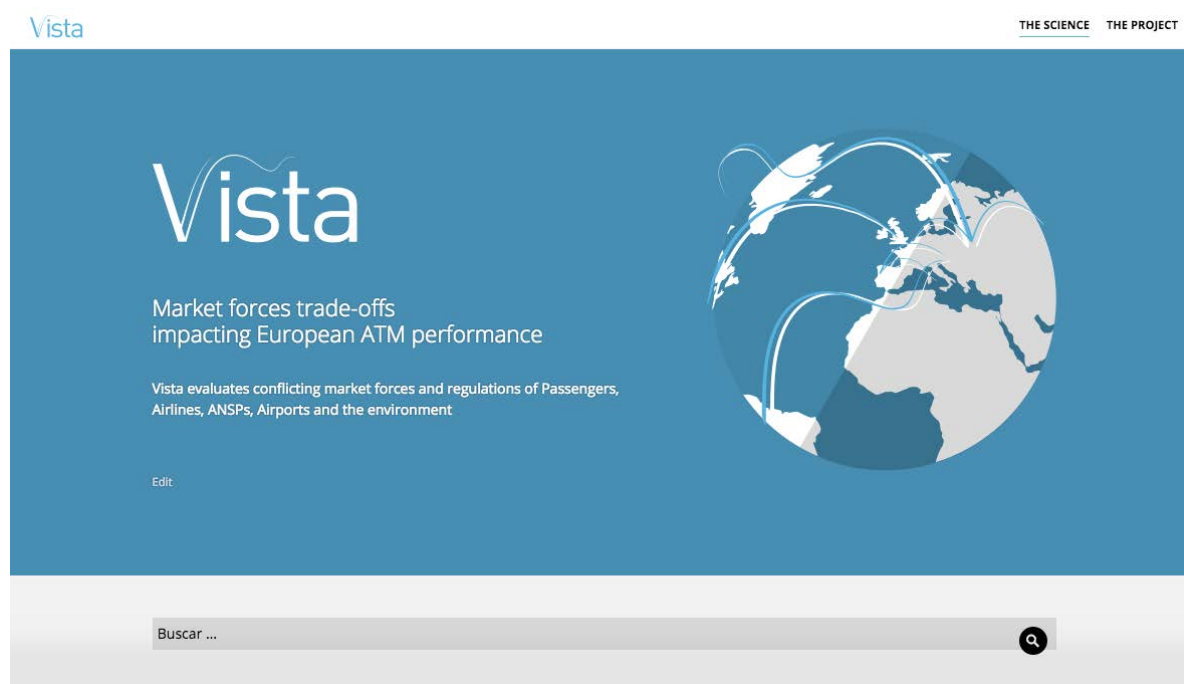
Figure 6.1. Vista website, initial version of the home page (July 2016)
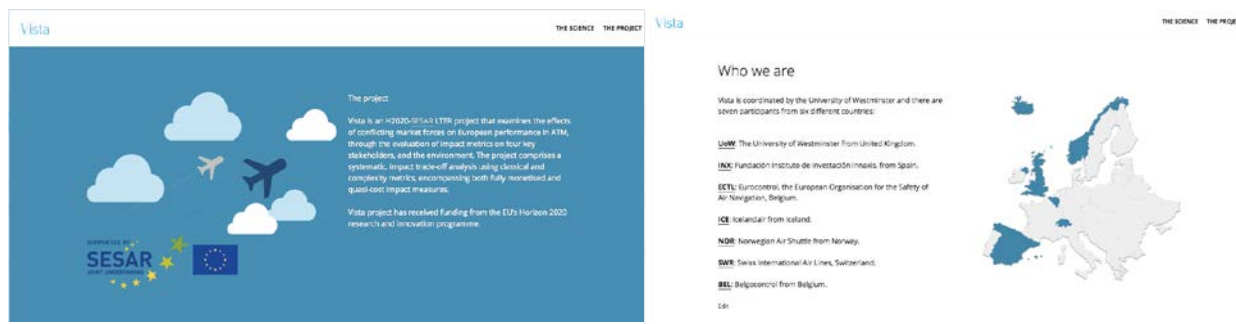
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Figure 6.2. Vista website, initial versions of two pages (July 2016)

LinkedIn:

A specific LinkedIn project group has been created for Vista: linkedin.com/groups/8558305. This group will be useful both for researchers within the consortium and for external aviation professionals interested in the research carried out in Vista. The most important events and milestones will also be publicised in other major impact LinkedIn groups such as "SESAR" and/or "Aviation professionals".

All the consortium researchers with a LinkedIn account will be added to the group, which already describes Vista objectives and counts six team members (see below). These activities are to help facilitate further communication between members and to increase awareness among interested and potential stakeholders on-line. The status as of 20 July 2016 follows:

Figure 6.3. Vista LinkedIn

7 Vista blog posts and other dissemination actions

Content management and dissemination of findings and results is always a challenging task. For one, disseminating the deliverables and/or scientific publications of the project makes it difficult to reach a wider audience, due to the highly specialised nature of the technical content produced. Additionally, deliverables or workshops occur just a few times during the length of the project and therefore, it is very difficult to continuously engage a significantly sized audience during 24 months. To achieve a higher visibility, stakeholders buy-in across audiences, a **four-way communication strategy** has been designed:

- Taking advantage of the reduced complexity of the current internet tools, the dissemination team will produce a number of blog posts, totalling around ten delivered targeted blog posts during the 24 months. Those posts will be published through the blog section of the website and a targeted mailing campaign. The content of these blog posts will consist of the progress made through the project activity, events, findings etc. These blog posts will be typically around 200-300 words, targeting one or two stakeholder groups which has been proven to be a more effective dissemination and communication strategy to gather interest across wider audiences. Blog posts are to be further complemented by equivalent posts in professional social media (e.g. LinkedIn) to ensure maximum visibility on the communication actions. Additionally, this leverages the opportunity for on-line sharing of Vista news and updates, as shareholders share links to the blog posts, or also share the LinkedIn posts. If considered useful, each blog post could be automatically tracked through on-line metrics to ensure full visibility on the success of each blog post.

- Partners will also be active in creating opportunity for **academic dissemination** through publications, participation at conferences, and other relevant activities for further dissemination of Vista outcomes (more information in Section 3).

- ComplexWorld is a research network and part of SESAR WP-E. ComplexWorld has made a significant effort during the last four years building a **wiki-like site** in which results from projects can be published and stored. Different projects provide information on the results gathered and the community has the opportunity not only to be informed about the different achievements but also to provide feedback directly to the researchers, which enhances the communication and feedback to the project team. This closed-loop wiki for air transport research sits in http://wiki.complexworld.eu and already collects a good number of European projects, CSAs and activities. Vista will include some of its basic information into the ComplexWorld wiki. Considering this wiki already has acquired an audience and has been available for some time, this is an opportunity to leverage the awareness to bring attention to Vista. This will facilitate and allow a more detailed information transfer and potential feedback from different stakeholders. The ComplexWorld team is fully in charge of maintaining the wiki site.

Founding Members

EUROPEAN UNION   EUROCONTROL

- Lastly, there is an audience niche (e.g. policy makers) that requires **detailed information and full access to the material** produced by Vista. In order to satisfy this need, those entities will be given access to particular inGrid pages, if required.

8 Acronyms

ATM: Air Traffic Management

BEL: Short name of Vista partner: Belgocontrol

CM: Consortium meetings

DX.Y: Deliverable number (X=workpackage, Y=deliverable numbering within workpackage)

EC: European Commission

ECAS European Commission Authentication Service

ECTL: Short name of Vista partner: EUROCONTROL

H2020: Horizon 2020 research programme

ICE: Short name of Vista partner: Icelandair

IF: Impact Factor (annual measure of the frequency with which the average article in a journal has been cited)

INX: Short name of Vista partner: Innaxis

KoM: Kick-off-meeting

NOR: Short name of Vista partner: Norwegian Air Shuttle

PC: Project Coordinator

PMP: Project Management Plan

SESAR: Single European Sky ATM Research

SESAR WP-E: SESAR "Work Package E" (devoted to long term exploratory research)

SJU: SESAR Joint Undertaking

SWR: Short name of Vista partner: SWISS

UoW: Short name of Vista coordinator: University of Westminster

WBS: Work breakdown structure

WP: Workpackage

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