



Northern Maritime University
North Sea Region

**The Interreg IVB
North Sea Region
Programme**



Northern Maritime University (NMU)

DELIVERABLE D7.1.1 (VERSION 2) DISSEMINATION AND USE PLAN (DUP)

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EXECUTIVE SUMMARY

This document is the deliverable D7.1.1 of the **Northern Maritime University – North Sea Region** Project. It aims to provide a clear overview and concrete guideline of the dissemination actions which must be conducted in WP 7.

One of the purposes of this Dissemination and Use Plan is to disseminate information about the project, and its progress, in such a way that other workers in the area can make use of the results, or see how they can feed information into the project. In this way, it acts as a vehicle for the cross-fertilisation of ideas and as a means of establishing co-operation.

The Dissemination and Use Plan (DUP) describes:

- The objectives and scope of the DUP
- The target groups of **nmu**
- The definition of the **nmu** Stakeholder Group and its role as well as the benefits of participating in this group
- The accessible and available media or materials that enable effective dissemination activities
- The possible events and means to conduct dissemination activities
- The contributing possibilities of **nmu** partner in dissemination activities
- The use plan to identify the expected exploitable results and to serve the **nmu** partners in contributing these results.

The DUP will be treated as a living document and will be updated during the life of the project. It will include at each update a summary of changes since the previous release and an outline of expected future additions or changes. Being a publicly available document, it will be made available on the project web site in PDF format.

1 INTRODUCTION

1.1 Definition of Dissemination and Use Plan

According to the EC guidance for the Dissemination and Use Plan, some of the definitions regarding the exploitable results and dissemination activities are explained.

The exploitable results are defined as knowledge having a potential for industrial or commercial application in research activities or for developing, creating or marketing a product or process or for creating or providing a service.

It further says that **the Dissemination and Use Plan (DUP) should provide an overview, per exploitable result, of how the knowledge could be exploited or used in further research based on input from each contractor that owns the knowledge.**

1.2 Objectives

Deriving from the definition of the Dissemination and Use Plan in 1.1, it is possible to summarise the objectives of this document:

- To present expected results as well as define the means to ensure the exploitation of these results in an effective way;
- To disseminate information, the progress and results of the project in such a way that other researchers, target or interested groups can use the results or see how they can feed information into the project to support the achievement of the project's goals;
- To act as a vehicle for the cross-fertilisation of ideas and a means of establishing co-operation with other projects or network groups;
- To broadly disseminate the **nmU** project and **nmU** network development in an innovative and effective manner; and
- To have special focus in order to create awareness and interest in the maritime industry and port sector as well as with policy makers.

1.3 Scope

The contents of this document encompass primary information about the exploitable results as well as the methods of how to disseminate them effectively. The main target groups include the maritime transport industry, policy makers, universities, experts and research institutions: all play a great role in dissemination activities.

Beyond the results of the **nmU** as a project, the DUP has to consider the existence of the **nmU** in the form of a virtual university in the future. Therefore, the development of work between WP 4 and WP 7 has to be closely coordinated.

Since this document is developed in the initial phase of the project, it can only describe the overall expected results. To keep the plan of exploitable results current, this document will be treated as a living document and updated during the lifetime of the project. Being a publicly available document, the DUP will be made available on the project website.

Revisions will follow every six months to ensure that the contents of the document reflect any changes in the project environment resulting from internal and/or external factors.



1.4 Dissemination Organisation

The lead organisation for all dissemination activities and identification of the use plan of exploited results is Jacobs University Bremen (JacobsUni), with support being provided by TRI. All partners are required to provide support for dissemination activities upon request.

2 EU REGULATIONS REGARDING PUBLICATIONS

Fact Sheet No. 14, issued by the Interreg IVB North Sea Programme, contains guidance on publicity requirements. According to this Fact Sheet, all information and publicity measures aimed at beneficiaries, potential beneficiaries and the public, should include the following:

- (a) The emblem of the European Union (flag), in accordance with the appropriate graphic standards, and a reference to the European Union;
- (b) Reference to the ERDF: 'European Regional Development Fund'
- (c) The EU Interreg IVB North Sea Region programme statement: "*Investing in the future by working together for a sustainable and competitive region*".

FIGURE 1: NRSP WITH EU REFERENCE LOGO



Source: *Interreg IVB North Sea Region Programme website*

For small promotional objects, points (b) and (c) do not apply. The application of these conditions is a requirement for payment.

The Fact Sheet can be downloaded from the internal area of the **nmU** website or the Interreg IVB North Sea Region Programme website.

3 TARGET GROUPS

3.1 Maritime Business Sectors

The maritime business industry has been facing difficulties in recruiting qualified personnel in the past few years due to the rapid growth of global trade and the boom of maritime transport. Workers at all levels are scarce. However, the most problematic area is at the management level where academic degrees are required. This trend seems set to continue.

To meet the market requirements of this future education scene, course offerings for prospective students must correspond to the needs of business sectors. Therefore, the maritime business industry, as employers of these groups of people, can contribute to how courses in universities should be structured, as well as contributing to content.

The framework of action for lifelong development of competences was announced in 2002 following the joint work of three organisations:

- European Trade Union Confederation (ETUC);
- Union of Industrial and Employers' Confederations of Europe (UNICE); and
- European Centre of Enterprises with Public Participation and of Enterprises of General Economic Interest (CEEP),

This framework was developed due to the rapid changes and upcoming challenges of the current business environment. This environment differs from the past in terms of mobility, ability to identify key competences, employee relation, etc. These are key factors which organisations require in order to gain competitive advantages over their competitors.

One way that an organisation can maintain a good relationship between its management and its personnel is to recognise the capability of the employees and to promote a lifelong learning culture. According to this, the employees can keep develop themselves through self-learning or seeking out further training and thus bring benefits to their organisations. This is the spirit behind the aforementioned framework.

Since this framework is applicable at the European level, organisations acting in this region must comply with its guidelines.

For the Northern Maritime University, this means that there is a great need for higher education which meets these differing requirements:

- Aspect 1: Further education for experienced employees who would like to develop themselves in a broader way;
- Aspect 2: Further education for experienced employees who are preparing for a promotion to a higher position;
- Aspect 3: Additional training or courses on specific topics or issues in order to refresh old knowledge and gain new knowledge;
- Aspect 4: Customised courses which could be provided for all employees in an organisation to balance the knowledge level of personnel.

According to these aspects, we can conclude that many forms of education must be developed and offered to meet each requirement in the product portfolio of the **nmu**.

Table 1: Education formats and the requirements of the maritime business sectors

Requirements	Education format
Further development with professional experience	Masters Degree
Preparation for promotion to a higher position	Masters Degree, Ph.D
Additional training for specific issues of interest or issues which require refreshing	Seminars for certificates Summer School
Customised courses as per the requirements of the organisation	Customised seminars Summer School

The company types in this target groups are defined as:

- Shipping line companies
- Freight forwarders and intermediaries providing services relating to shipping i.e. brokers, ship agents, etc.
- Ship financing firms including banks, investment companies, private equity firms, etc.
- Ship building companies
- Port authorities and terminal operators
- Relevant associations and other business institutions i.e. transport insurance companies, chartering firms, ship owner associations, freight forwarding associations, etc.

In the **nmU** context, stakeholders which are SMEs in this target group have a remarkable significance. Due to the limited capability of capacity building within such organisations, SMEs are the business group which needs the most support to develop personnel via external sources. Therefore, **nmU** products will be a good alternative for this type of target group.

3.2 Politicians and Policy Makers

As influential contributors to the regulatory decision which could support the expansion of the **nmU** network (and its recognition), politicians are an important target group.

Through political decisions and actions, the **nmU** network could be established in a more effective way at the local, national and regional level. Being a European project, the **nmU** consortium seeks to involve and collaborate with relevant political institutions for the benefit of all **nmU** users. The activities of the **nmU** can be linked to political activities or events and can be made widely known through political support.

Target political institutions should be entities involved in maritime policy, capacity building, and research networks at different levels:

- For example, at the international level:
 - United Nations Conference on Trade and Development (UNCTAD)
 - The UN Commission on Sustainable Development (UNCITRAL)
 - International Maritime Organisation (IMO)
 - The International Association of Port and Harbours (IAPH)
 - Organisation for Economic Co-operation and Development (OECD)
 - International Chamber of Shipping (ICS) and International Transport Worker's Federation (ITF)

- European level;
 - European Sea Ports Organisation (ESPO)
 - European Economics and Social Committee (ESC)
 - European Shipowners' Association (ECSA)
 - European Transport Workers' Federation (ETF)
 - Alliance of Maritime Regional Interests in Europe (AMRIE)
 - European Organisation for Forwarding and Logistics (CLECAT)
 - The Conference of Peripheral Maritime Regions (CPMR)
 - European Commission: DG Mare
 - European Commission: DG Energy and Transports
- Organisations at the national and regional level for each country within the North Sea Region include ports, maritime authorities, ministries of transport, education authorities, etc.
- Local level

3.3 Universities and Research Institutions involved in Maritime Transport

Some of the main objectives of the **nmU** project are to establish a transnational network among universities and to strengthen the competitiveness of the European education industry in the maritime business sectors. These will be achieved through partnership with additional institutions such as universities or research institutions having maritime knowledge and competencies.

The activities of university partners and research institutes within the **nmU** network are aimed at exchanging expertise, sharing capacity, and complementing resources to make use of synergies and thus create a product portfolio which meets the requirements of maritime business sectors. These activities encompass exchanging lecturing or research staffs, exchanging students between universities to help reinforce the intercultural nature and competences of maritime business.

The tasks in WP 4 – the creation of collaboration platforms among universities, as well as the establishment of a Virtual Competence Centre – will play a great role in the coordination of the network.

In order to assist the efficient exchanging of staff and students within the **nmU** network, a framework to regulate this network, such as articulation agreements, exchanging modules acceptances, use of common terms and definitions, and many other administrative tools, will be developed and agreed upon within the **nmU** consortium.

3.4 Students

Since the aim of the project goes beyond the creation of a set of course offers and study programmes for traditional university students, the target group “Students” is divided into two sub-groups:

- Traditional students, which include those who have just started their higher education with the university partners of the **nmU** consortium;
- Working people, who are employed by **nmU** stakeholders or prospective stakeholders and would like to broaden or deepen their knowledge in maritime



transport. These sets of students will be selected by their employers, the **nmU** stakeholders.

The **nmU** consortium will disseminate its activities both inside the consortium and also with external institutions.

4 STAKEHOLDER GROUP

4.1 Defining 'Stakeholder Group'

Stakeholder Group in the **nmU** project is defined as a collection of persons and/or institutions who are interested in education and training activities connected with maritime transport issues.

4.2 Roles of Stakeholder Group

According to the discussion paper of WP 3.2 (Cullinane and Wilmsmeier 2008), expected roles of stakeholder groups within the project are defined as follows:

Initial stage of the Stakeholder Group:

- Showing interest and participating in SME and stakeholder studies (concepts to be developed in WP 5) These will be based on questionnaires investigating the future needs and expectations of maritime experts and the preferences and expectations of the maritime industry in terms of education offerings.
- Showing interest and participating in the planned Foresight exercises. The Foresight exercises will be held as brainstorming and discussion rounds and will usually last between 1-2 days. A maximum of three Foresight exercises are planned during the course of the project. The project will bear the related travel and accommodation costs. The idea behind the Foresight exercises is to jointly develop and identify pathways of future development in the maritime industry and the required education needs for the maritime industry necessary to respond to future challenges.
- Participating in dialogue, particularly with respect to participation both in **nmU** activities as and when they occur, and in informing and providing feedback on the emerging **nmU** concept and the fundamental principles and structure which underpin its development. This can entail special workshops or conferences such as **nmU-IMEC** conference in Kirkwall, the Coastlink conference in Gothenburg, and also special events at international conferences such as those being planned for the IAME 2009 in Copenhagen.

Later stage, before the selection of the Advisory Board:

- Critically reviewing taught modules and the applicability of teaching concepts (e-learning, schedules, accreditation etc.), although it is proposed that, because this will involve a high degree of involvement in considering fine details, this responsibility should be vested in a select subgroup of stakeholders that comprise the Stakeholder Advisory Board.

4.3 Benefits of Stakeholder Group

It is very important to communicate the benefits of active participation and commitment to the **nmU** Stakeholder Group. The main advantages of this group include:

- Prime access to the newly developed education offerings i.e. pilot courses for the maritime industry, including e-learning courses, which means access to the content and participation in the courses;
- The opportunity to proactively collaborate in the development of education offerings for the industry and to have influence on the future contents and delivery methods which serve the industry's needs.



From the Stakeholder Group, the **nmU** consortium will source candidates for the later **nmU** Stakeholder Advisory Board. The selection will be based on the active contributions, collaboration and vested interest shown during the **nmU** project period.

5 DISSEMINATION ACTIONS

5.1 nmu Identity Development

Established a new university concept with concentrated inter-linkages is one of the main characteristics of the **nmu**, thus making issues of identity development very significant. In contradiction to the classical universities which are known and have been recognised by the market for many years (and directly bound to a specific location), the character of the **nmu** as a virtual university must be developed in a proper way to enable effective publicity, recognisable effect, and to grab the attention of all targeted groups. This can only be achieved through the development of an **nmu** identity which must be unique and easily recognisable by the market in the best possible way.

The **nmu** identity consists of different components:

- Logo
- Colour
- Fonts
- Design
- Mission Statement

Each element can be elaborated as follows.

logo

The consortium has created a draft concept of the message to be communicated through the logo. The concept of the logo aims to be transferred to **nmu** audiences as unique and maritime related.

The logo will be used in different media to create recognition of the **nmu** identity i.e. PowerPoint, website, marketing materials (posters, leaflets, newsletters, displays, etc.).

To achieve a professional presentation through the **nmu** logo as a corporate identity, the consortium agreed to subcontract a designer to accomplish this work. The result can be seen as below.

FIGURE 2: TEXT LOGO OF NORTHERN MARITIME UNIVERSITY - NORTH SEA REGION



Source: Zelmer 2008



FIGURE 3: LOGO OF NORTHERN MARITIME UNIVERSITY – NORTH SEA REGION






Source: Zelmer 2008

Colour

In addition to the logo, the **nmu** identity also consists of the colours used to represent the organisation as well as a unique text font containing the special characters of the **nmu**.

In the process of creating the **nmu** identity, the perception of colours as a means to communicate to **nmu** audiences is taken into account.

A set of three colours has been selected taking into account the research on perception and interpretation done by the International Colour Association.

-  Deep Sea Blue represents loyalty and wisdom.
-  Caribbean Green represents harmony, stability and sustainability
-  Ivory yellow represents intellect and energy.

Only the above-mentioned colours can be used to represent the Northern Maritime University. Since the colours in different media (e.g. monitor, office-printing, offset printing, etc.) are displayed distinctly, there are several colour profiles which are applicable for different purposes. For the proper use of the colour profiles, please refer the **Appendix 1**.

Fonts

The character of letters which present the **nmu** is an important element for easy recognition and for the differentiation from other text types. Therefore, special fonts have been developed to use as an element of the **nmu** identity. This font family is known as “**Pump**”.

Fonts and Applicable areas:

Pump Demi – Posters, Banners, or big text size

Pump Medium – Headings or titles of print media

Pump Light – Text in print media and small text size

This font family is applicable for the words “**nmu**” and “**Northern Maritime University**” to highlight or increase recognition and the **nmu** identity in any print or ready-for-print media i.e. newsletters, e-newsletters, leaflets, e-leaflets, deliverables, other documents in PDF-format, etc.

The font will not display properly if this font is not installed.

Verdana in different sizes is applicable for other texts produced for the **nmu**.

The font family “**Pump**” is available for download in the internal area of the **nmu** website.

Design

The design of the **nmU** logo, website and project information materials as well as public relations media is inspired by different elements which are perceived as relevant to maritime business. In order to ensure professional work on design, colour management and layout management, the Dissemination Group has sub-contracted this task to professional designers.

Mission Statement

Besides the above-mentioned components which identify the **nmU** identity, the mission statement is a classical ingredient for any institution wishing to transfer a core message about what it represents, both within its own organisation as well as to the public. As a virtual university, it is of high importance to create an appropriate and clear mission statement which can communicate effectively with all target groups. Therefore, the mission statement will serve to attract the target groups and audiences of the **nmU**, informing them of the organisation and the product portfolio.

The mission statement of NMU reads:

“The academic network for innovative maritime education and R&D”

5.2 Online Portal

The online portal has been in operation since May 2008. The main responsible entities for the content are Edinburgh Napier University (TRI) and JacobsUni.

The address to access the **nmU** online portal is <http://nm-uni.eu>. The design and the programming of the website have been sub-contracted to an expert team in order that communication capacity was promptly developed at the beginning of the project period. Work delegations to the online portal are listed as follows:

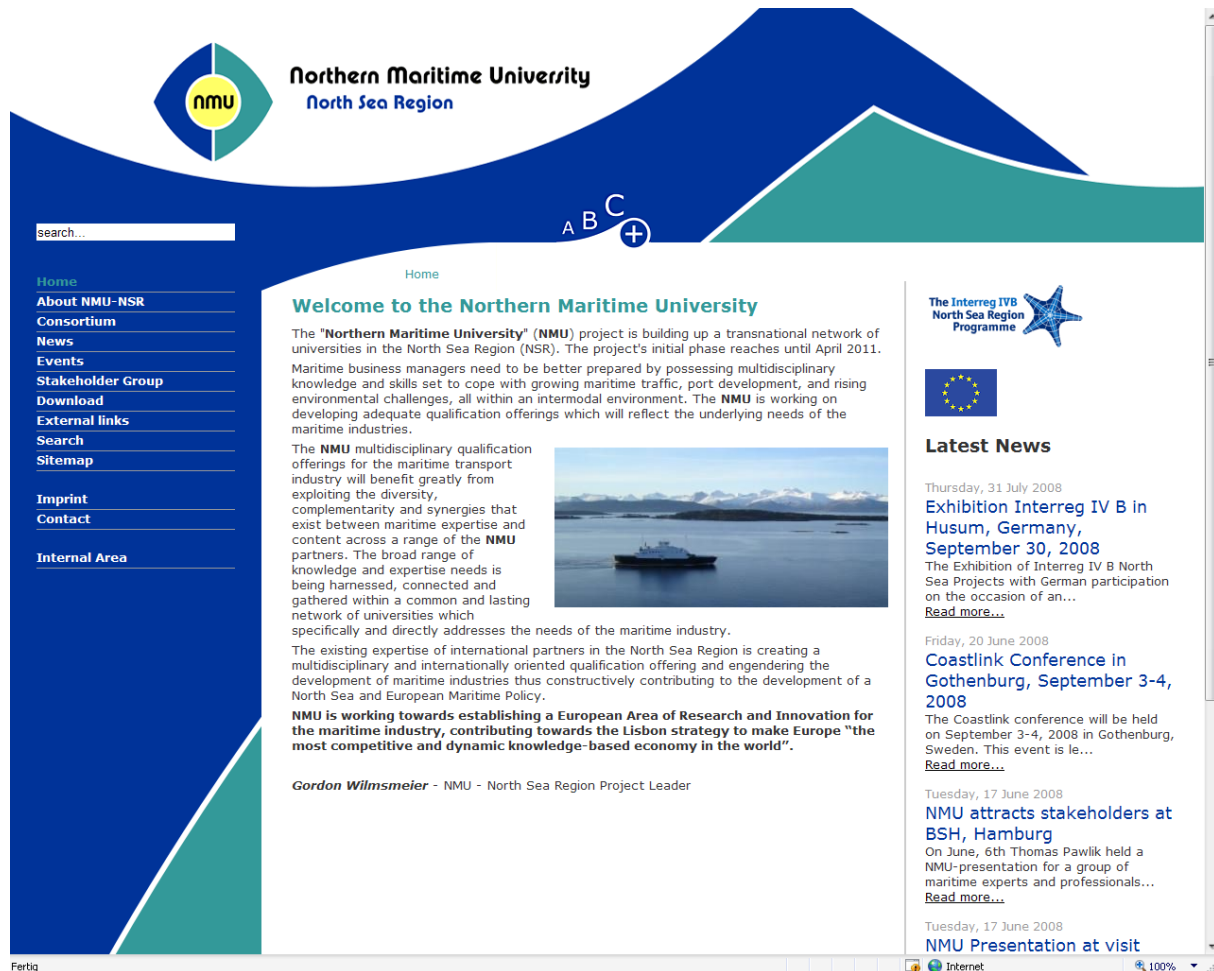
- JacobsUni is responsible for the elaboration and maintenance of the Internet site;
- Information updates should be provided to Jacobs University Bremen gGmbH upon requests by the lead beneficiary (Edinburgh Napier University);
- **nmU** partners can propose updates to the Internet site after validation by the dissemination activity leader;
- All partners should link their company’s Internet site to the **nmU** Internet site.

There are two areas on the **nmU** website: public and internal area. The public area can be accessed by any visitors. This area contains general information about the project i.e. project short description, objectives, expected results, news, events, stakeholder information, etc.

On the other hand, the internal area is restricted to project partners or sub-contractors. The username and password for individual staff within project partner organisations have been distributed. This information is personal property and should not be forwarded or distributed to any third parties. In the case that any partners have a new staff member, they can make a request for new access authorisation to the dissemination activity leader.

Another area for administrating the website is the **nmU** administration site. Within this area, only specific persons will have access rights for the purposes of quality assurance of website content, and the website’s structural control.

Please refer to **Appendix 2** for the types of users and their rights.

FIGURE 4: **nmu** WEBSITE SCREENSHOT – THE HOMEPAGE

Source: <http://nm-uni.eu>

5.3 Project Information and Publicity Materials

Project Deliverables

The main documents used to present the results of the **nmu** project are the project “deliverables”. A deliverable is a written report regarding specific issues which were identified within the project task description. It is a detailed source of information about the project and an official document to demonstrate the achievement of project objectives.

There are three dissemination levels for the deliverables of the project:

PU – Public for all parties. Public Deliverables will be announced to the general public on the website, with respective files in protected PDF format uploaded to the public download area. This is the only deliverable which will be used to present project documents to public audiences.

RE - Restricted to a group specified by the consortium (including the Commission Services) such as Stakeholder Groups. This is the only type of document that can be distributed to the Stakeholder Groups.

CO - Confidential, only for members of the consortium (including the Commission Services)



Project Presentations

In order that each **nmU** partner can comfortably prepare a presentation regarding the **nmU** project in a short period of time, a set of project presentation slides will be prepared. Through such means, each project partner can directly adopt the slides and integrate them into their presentation. Moreover, the general content of the **nmU** project will remain consistent and standardised for whoever has to present it.

This set of presentation slides can be downloaded from the website internal area.

All **nmU** presentations must be formatted using the **nmU** PowerPoint format provided. This template can also be found in the internal download area of the **nmU** website.

Project Posters

To assist the dissemination activities of the **nmU** project at fairs, exhibitions, and conferences, project posters will be created which contain general information on the **nmU** project with pictures and short references to the website. This media should assist the project consortium in drawing attention to the project and assuring its recognition by event visitors.

Project leaflets

The project leaflet is a small brochure in which the **nmU** is presented in a brief and structured way. The advantage is that the cost of printing a leaflet is rather low in comparison to newsletters or brochures. Leaflets can be distributed by mailing or by handing them out at demonstrations, fairs and exhibitions.

JacobsUni is responsible for the creation and elaboration of the leaflet. All Information required has to be provided by project partners to JacobsUni upon request.

Newsletter and Press Releases

A full and informative 2-4 page newsletter detailing each six month period of the project will be distributed by e-mail to the Stakeholder Group, the **nmU** target groups mentioned in section 2, and other interest parties.

Newsletter concept:

- *Editor says*: Editorial message written by a different partner in each release. It can include welcome message for new stakeholders, or highlights in the past period.
- *nmU meets*: Features about, or interview with, one or two stakeholders supporting the **nmU** project
- *nmU Event Guide*: Information about project related events, both internal and external
- *nmU Articles*: 2-3 articles about project proceedings, with pictures
- *nmU Side Dishes*: Information related to the development of **NMU** work
- *nmU Telegram*: Short reporting messages of events in which **nmU** has participated or has actively organised.
- *Partner Portrait*: One partner featured in each newsletter. It includes a short introduction of the partner, current research projects, its members, key competences, etc.

Newsletters will provide an informative, regular and qualified source of information about the **nmU** by following this procedure:

Table 2: **nmU** Newsletter Production Process

Process	Responsible	Recipient	Deliverables
<p style="text-align: center;">NMU Newsletter Production</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">8 weeks before releasing NMU Newsletter</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">Draft key possible topics and features for the contents of the newsletter and send for comments or ask for key contact points of information</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">Send comments and recommend the possible key persons or information</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">Send final newsletter features and enquiry or contact recommended key persons for information</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">Gather all information and contents of the newsletter 2 weeks before the release</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">Information available?</p> <p style="text-align: center;">no</p> <p style="text-align: center;">yes</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">Finalise the text and content of the newsletter and produce in PDF format. Following aspects must be checked before production:</p> <ul style="list-style-type: none"> • Quality and accuracy of information • Clear interpretation of the message • Spelling and grammar of English • Sources and references <p style="text-align: center;">↓</p> <p style="text-align: center;">Send final newsletter by e-mail* and publish on the website</p>	<p>JacobsUni TRI</p> <p>WP coordinators</p> <p>JacobsUni</p> <p>JacobsUni (supported by dsn)</p> <p>dsn</p> <p>dsn</p> <p>Jacobs Uni and TRI (supported by dsn)</p> <p>JacobsUni (supported by dsn)</p>	<p>WP coordinators</p> <p>JacobsUni</p> <p>WP Coordinators and Key persons</p> <p>dsn</p> <p>dsn</p> <p>All nmU partners and stakeholders</p>	<p>Newsletter editorial agenda</p> <p>Comments about the content of the newsletter and contact information</p> <p>Enquiry regarding support about input for newsletter</p> <p>Information for newsletter</p> <p>Final newsletter</p> <p>Final newsletter</p>
<p>*All partners will be asked to distribute the nmU newsletter to the recipients in their network on a voluntary basis. Each nmU partner can create their own mailing list and decide to whom the nmU newsletter should be circulated. The first sending will include: nmU partners and nmU stakeholders.</p>			

In sum:

- JacobsUni is responsible for the elaboration and distribution of the periodical newsletters.
- Required information (contents and targets groups) has to be provided by the project partners to JacobsUni upon request.
- Partners are requested to provide JacobsUni with addresses of persons and organisations for dissemination of newsletters and leaflets.
- The quality control of the structures, features and contents of the newsletter will be carried out centrally by JacobsUni. TRI is responsible for the professional use of English as the sole British university partner in the **nmU** consortium.

Publications

nmU publications include conference papers and scientific articles about project results. These publications will be presented at workshops, conferences and exhibitions across Europe.

Partners are encouraged to disseminate the (intermediate) results of the project during conferences by presenting the project in a conference and/or submitting a paper for a conference. The following guidelines have to be taken into account when presenting the **nmU** at a conference:

- The partner or subcontractor visiting the conference is acting as an **nmU** “mission” and is thus representing the **nmU** project and the **nmU** consortium.
- If the partner or subcontractor plans to present **nmU** topics during a conference, s/he should provide the following information to the dissemination group responsible (JacobsUni) as soon as available:
 - The invitation and the programme of the conference
 - The outline of the presentation and the draft conference paper
- After the conference, a conference report should be submitted including (as far as permitted by the conference organiser):
 - Conference summary (web-based)
 - List of attendees
 - Proceedings of the conference (only for submitted paper)
 - Copy of the presentation (web-based)
- The conference summary is a deliverable to be sent to the Project Officer of the Interreg IVB North Sea Region Secretariat.
- Strategic objectives must be coherent.
- In case of a conference outside the North Sea Region, a prior formal agreement of the Interreg Secretariat is needed beforehand if costs are to be claimed from the project. The agreement also requires an overview of the estimated costs of the mission.
- All project partners are encouraged to state their **nmU** affiliation in their publication, especially if the topic of the publication is related to the project.

Beside the classical scientific papers or publications written for a conference which are intended to reach a mass or public audience (as mentioned above), some **nmU Textbooks** will be also generated as a series of publication literature for the course modules offered in the product portfolio. This **nmU** Textbook series will be developed in accordance with the academic levels of the **nmU** degrees or training certificates offered in the portfolio. The key audiences of this **nmU** series include the **nmU** students of both sub-groups mentioned in 2.4.

nmU Banner, Roll Display

Besides the **nmU** poster as an informative source of project information, an **nmU** Banner and Roll Display will assist in promoting **nmU** recognition via the design, name and logo when exhibiting the project in a fair or conference. These media will function as an eye-catcher and attract the attention of visitors within these events as well as encouraging them to learn more about the **nmU**.



nmU Business Cards

In order that **nmU** partners can easily provide their contact details, an **nmU** business card has been developed. The following is the master text used for the business cards:

Front Side

Phanthian Zuesongdham
nmU Dissemination Group

Project Office:

TRI Edinburgh Napier University, Mechiston Campus, Edinburgh EH10 5DT
Tel. +44 (0) 131 455 29 51, Fax. - 2953
<http://.nm-uni.eu>

Reverse Side

Phanthian Zuesongdham
Research Associate (International Logistics)
School of Engineering and Science

Jacobs University Bremen gGmbH
Campus Ring 1, 28759 Bremen, Germany
e-mail: p.zuesongdham@jacobs-university.de
Tel. +49 (0) 421 200 3479, Fax. -3103

The **nmU** logo will be placed on the front side and the logo of the home institution on the reverse side.

Project Conference Folder

The conference folder will be used as a tool for presenting the NMU project, in contacting stakeholders and as part of an information package for participants of pilot courses. It will be distributed together with other distributable information material, e.g. project newsletters and leaflets. It will be utilised at NMU workshops such as Foresight Exercises, the Maritime Industry Expert Panel (MIEP), stakeholder studies and pilot courses, and at maritime-related conferences, fairs and exhibitions.

5.4 nmU Participation in Maritime-Related Events

Workshops

During the project development phases, there are numbers of workshops to be organised by the **nmU** consortium in relation to WP 5 and 6. They include:

- Foresight Exercises

In Foresight Exercises, **nmU** stakeholders from maritime business sectors, policy makers, and specific groups of maritime related persons will be invited to participate. This workshop aims to discover the requirements of the maritime business market in the future as well as the qualifications of personnel that the market needs. With this information, **nmU** courses and

modules, as well as the degrees offered in the **nmU** product portfolio, can be developed in the most effective way.

- Maritime Industry Expert Panels (MIEP)

MIEPs have an important role of evaluating the maritime business and port sectors, especially in terms of the fit between the sectors' education needs and potential **nmU** offerings. The participants of this type of workshop will be composed of stakeholders in the maritime business sector including ports and policy makers at the international, national and regional levels.

- Stakeholder Study

This study aims at figuring out the appropriate composition of the product portfolio which will be offered by the **nmU**. The target group of the exercise are **nmU** Stakeholders and the external SMEs. The study will be conducted via a questionnaire to qualify and quantify information on the real needs of the industry in terms of education offerings.

- Feedback workshop for the pilot courses at different partner universities

This workshop will be conducted within the framework of WP 5. The pilot courses will be conducted at different partner universities. The course participants will be from either partner universities or selected stakeholders, depending on the type of modules, courses and degree level requiring assessment. Therefore, the audiences of this workshop include students of partners universities, employees from stakeholders' organisations, and other interested persons who have registered for the courses.

Conferences, Fairs and Exhibitions

nmU will hold an international conference to promote its results. This will be a prestigious event with international speakers. The conference will be held in co-operation with other existing and prominent events in the maritime transport sectors. At this event, the **nmU** will stress the importance of education and training of personnel in this business sector.

There is also the option of it being organised as a stand alone conference, i.e. not in co-operation with existing prominent events.

The following fairs and conferences are examples of the events related to maritime transport and where the **nmU** can participate in order to increase awareness and disseminate project results to a mass audience.

Table 3: Potential fairs and conferences for **nmU** participation in 2009

	Event Name	Indicative Date	Place
2009	Transport Forum	January 8 – 9, 2009	Linköping, Sweden
	Sinaval Fair - International Exhibition on Shipping, Maritime, Port Industry	April 21 – 24, 2009	Bilbao, Spain
	Transport Logistics	May 12 – 15, 2009	Munich, Germany
	European Sea Ports Organisation (ESPO)	May 14 – 15, 2009	Marseille, France
	Cold Ironing conference	May 15, 2009	Kiel, Germany
	International Association Ports and Harbours (IAPH) – World Port Conference	May 25 – 28, 2009	Genoa, Italy
	NOR Shipping	June 09 – 12, 2009	Oslo, Norway

	TOC Europe	June 16 – 18, 2009	Bremen, Germany
	International Association of Maritime Economist (IAME)	June 24 – 26, 2009	Copenhagen Denmark
	Logistics Research Network (LRN)	September 9 – 11, 2009	Cardiff, UK
	Port and Terminal Technology	October 13 – 15, 2009	Antwerp, Belgium
	Transport and Logistics	October 19 – 20, 2009	Oslo, Norway
	Maritime Port Technology & Development (MTEC)	October 21 – 23, 2009	Rotterdam, The Netherlands

There are other events, seminars and workshops, associated with other projects, in which **nmU** participation could lead to effective dissemination activities. The list of potential fairs will be updated every six months to integrate dissemination activities into the plan. Participation can then be delegated to the appropriate project partner.

Special events or external meetings

Partners are encouraged to represent the **nmU** during special events or external meetings and to disseminate **nmU** (intermediate) results during these meetings. Partners representing the **nmU** during a formal event or formal external meetings, either on a national or international basis, must follow the information in documents and templates provided by **nmU**.

Representing the **nmU** in special events or external meetings needs to be communicated in advance to the dissemination activity leader and lead beneficiary. The use of confidential or draft **nmU** documents and intermediate **nmU** results or information during these missions requires agreement of the dissemination activity leader and lead beneficiary.

5.5 Linkage of Project Information Materials, Events and Target Groups

To enact the strategic plan concerning dissemination activities within the **nmU**, the following questions must be answered:

- o How can the dissemination materials be exploited, and in which form, print or electronic?
- o Which media is the most appropriate for each target group and for which kind of events?

These questions will influence the production amount of informative material and how this material can be produced. In the case of print media, the production amount per type of material must be in line with the number of events in which the consortium can participate each year.

Table 4 shows the possible linkage of how information materials can be exploited and for which target group they are appropriate.

Table 4: Project Information Material Exploitation and its Target Groups

Event Type	Project Information Material Type	Target Group
Workshop		
- Foresight Exercise	Project Newsletters Project Leaflets Project Deliverables (PU, RE)	Maritime Business Sector Selected SMEs Politicians and Policy Makers
- Maritime Industry Expert Panel (MIEP)	Project Newsletters Project Leaflets Project Deliverables (PU, RE)	Maritime Business Sector Selected SMEs Politicians and Policy Makers



- Stakeholder Study	Project Newsletter Project Leaflets Project Deliverables (PU, RE)	Maritime Business Sector Selected SMEs
- Pilot Courses	Project Newsletter Project Leaflets Publications (Course Handbook, nmU Textbooks from the nmU Series) Project Deliverables (PU, RE)	Registered students at partner universities Selected employees from the nmU Stakeholder Groups
Conferences, Fairs and Exhibitions	Project Newsletter Project Leaflets Project Presentations nmU Scientific Papers nmU Articles nmU Banners nmU Roll-Displays nmU Business Cards	Maritime Business Sector Politicians and Policy Makers Universities, Research Institutions Students (both groups)

6 DISSEMINATION ACTION PLAN

Table 5: Dissemination action list and pre-defined dates

Description of Dissemination Activities	Pre-defined Delivery Date
Create the nmU identity	End of May 2008
Launch of the website	End of Jun 2008
Create nmU standard presentation page	End of Sep 2008
Produce nmU Leaflet – General	Mid of Aug 2008
Produce Banner	Mid of Aug 2008
Produce Web Banner	Begin of Aug 2008
Produce nmU Poster	End of Sep 2008
Produce Display	Must be agreed if needed
Business cards	Must be agreed if needed
Newsletter 1	Oct 2008
Newsletter 2	Apr 2009
Newsletter 3	Oct 2009
Newsletter 4	Apr 2010
Newsletter 5	Oct 2010
Newsletter 6	Apr 2011
Present paper on conference	Any when available and appropriate
Presence in Fairs / Exhibitions	Any when appropriate
Press releases (short news)	Any when available
Produce scientific articles	Any when available
Final event of nmU project and Opening of nmU	Apr 2011

The details and exact schedules of the events with **nmU** participation will be regularly updated in **Appendix 3** and on the **nmU** website.

7 nmU USE PLAN

7.1 Scope and Objectives of the Use Plan

The use plan or the exploitation plan is a descriptive plan of how to exploit the results emerging or evolving during the project period. The results can include a product, concepts, methodologies and many other things of a new and innovative nature. For each result type, there is a definite prescription of how to treat and manage it in order that intellectual property rights, copyrights, trademarks, or other rights are protected.

As this document is a living document, the use plan cannot be ultimately defined. As soon as the project development creates tangible results, the use plan will be updated correspondingly. The dissemination and use targets which are to be achieved are related to the ones set in the indicators of the project application and serve as minimum criteria for the development of the use plan.

7.2 Expected Achievements of Exploitable Results

During the development phase of the **nmU**, different kinds of exploitable results are expected. According to the deliverables identified in the **nmU** task description, the potential exploitable results can be summarised as follows:

1. **nmU Identity** (i.e. Logo, Design, Colour, Fonts) which is recognised as the brand of the **nmU**.
2. **Marketing Strategy** which will be developed as a guideline or roadmap of how the **nmU**, as a virtual university, can run its public relations and how it can increase its popularity when competing with traditional universities.
3. **Legal Frameworks** which will be developed to create the **nmU** networks and collaborations with other institutions. For examples, Network Agreements, Legal Agreements for content usage and observance of intellectual property rights, Agreement for e-Learning Framework, etc.
4. **nmU Business Models** which will be set for long term planning and geared towards the existence of the **nmU** as a virtual university after the project's termination.
5. **Course Handbooks** which will be developed as part of the product portfolio which the **nmU** will offer to different target groups.
6. **nmU Textbook Series** which will be developed in line with the courses or modules defined within the course handbooks. It will be a handbook used for learning the contents of each course / module offered by the **nmU**.
7. **e-Learning Media and Production** which include videos produced to explain the course content for courses offered in the e-Learning format.
8. **Virtual Competence Centre** concept which will be developed to position the **nmU** as attractive to the maritime business sector.
9. **nmU Collaboration Platform** which will be developed as a web-based platform for effective management of the **nmU** network for research, course contents, and information for target groups.
10. **nmU Website** which is updated frequently and utilised as an information source during the project period.

11. **Reports and Studies** resulting from diverse activities such as Foresight Exercises and MIEP which uncover the real needs of target groups, thus enabling the optimal development of the **nmU** product portfolio and business models.

Two exploitation levels of these results can be elaborated:

- For the entire consortium cumulatively
- For each individual partner separately

In order to create the exploitation plan in a precise way, the consortium will agree upon different categories of result exploitation, as well as on the details of different types of exploitation itself. There are two general types of exploitation:

- Commercial Utilisation of results
 - Doing business: contracting, licensing
 - Spin-off creation
- Non-Commercial utilisation of results
 - Patents
 - Copyrights
 - Dissemination through publications and lectures
 - Establishing a new research institute or community for maritime transport

For each exploitable result, a customised exploitation plan will be developed to protect the property rights of the knowledge created within the project. This will be done according to standards, the level and the type of exploitation of the result, as well as through lawsuits and legal frameworks of the countries of project partners. This will be done in accordance with the international and EU framework for intellectual property rights, if the exploitable results are declared as a collective achievement.



APPENDIX



APPENDIX 1: nmU COLOUR PROFILES AND GUIDE FOR PROPER USES OF LOGO

sRGB

This profile is only applicable for logo deployment in digital format such as for monitors, websites, digital documents i.e. PDF, MS Word, MS Excel, printed documents using office printers such as Inkjets. **The colours in this profile are printable.**

nmU colour definition of this profile is the following:

Colour / Value	S-Value	R-Value	B-Value
nmU – Deep Sea Blue	13	66	145
nmU – Caribbean Green	16	145	145
nmU – Ivory Yellow Circle	254	242	137

CMYK

This profile is only applicable for logo deployment in offset printing. The **colour profile** must be **set as standard of ISO-Coated v2 300% (ECI)**.

nmU colour definition of this profile is the following:

Colour / Value in %	C-Value	M-Value	Y-Value	K-Value
nmU – Deep Sea Blue	100	70	0	0
nmU – Caribbean Green	85	0	40	12
nmU – Ivory Yellow Circle	0	0	56	0

Web-safe

This profile is only applicable for logo deployment in digital format **only for monitor (powerpoint) or website**. The web-safe colours are also sub-divided in two colour spaces: RGB and CMYK. **The colours in this profile are not printable.**

RGB

Colour / Value	S-Value	R-Value	B-Value	Hexcode ¹
nmU – Deep Sea Blue	0	51	153	003399
nmU – Caribbean Green	51	153	153	339999
nmU – Ivory Yellow Circle	255	255	102	#ffff66

CMYK

Colour / Value	C-Value	M-Value	Y-Value	K-Value	Hexcode
nmU – Deep Sea Blue	99	85	1	2	003399
nmU – Caribbean Green	100	4	45	18	339999
nmU – Yellow Circle	11	1	83	0	#ffff66

¹ Hexcode is a six-digit-number used for HTML, CSS, SVG and some other computer applications to represent colours.

APPENDIX 2: TYPES OF USERS AND THEIR RIGHTS ON THE NMU WEBSITE

The tables below summarise the user types, their rights and the delegated entities.

Front-end: nmU website (<http://nm-uni.eu>)

User type	Description of user rights	Authorised entities
Registered user	Ability to access the internal area of nmU website to view; download information, documents, and templates to which unregistered users have no access.	All nmU partners Stakeholders Advisory Group (?)
Author	All rights of registered user plus Ability to create news / articles and edit his/her own articles	
Editor	All rights of author plus Ability to edit all articles which are displayed on the website (front-end)	
Publisher	All rights of editor plus Ability to decide if an article can be published on the website	

Back-end: nmU administration site (<http://nm-uni.eu/administrator>)

User type	Description of user rights	Authorised entities
Manager	Ability to create contents and view different information in the administration system of the website (Joomla); however, the manager cannot: <ul style="list-style-type: none"> • Manage users • Install modules or components • Change a user to be Super Administrator or vice versa • Modify the "Global Configuration" • Send an e-mail to all users from the Joomla system • Install or modify templates and languages 	nmU partners' personnel who assist in creating news, event articles, uploading documents.
Administrator	All rights of manager plus <ul style="list-style-type: none"> • Manage users • Install modules and components 	
Super Administrator	All rights inclusive	Project Manager (TRI) and Dissemination Activity Leader (JacobsUni)



APPENDIX 3: LIST OF EVENTS WITH nmU PARTICIPATION

This list depicts all events in which **nmU** partners have participated or contributed one of the dissemination activities. Please refer to the **nmU** media activity report which can be found in the internal download area of **nmU** website under the "project monitoring" category.



APPENDIX 4: LIST OF MEDIA REPORT

This list depicts all news items that report on the **nmU** in the public media, such as newspapers, magazines, television, etc. Please refer to the **nmU** media activity report which can be found in the internal download area of **nmU** website under the "project monitoring" category.