



D8.1: Dissemination and Communication Plan

CYBECO
 Supporting Cyberinsurance from a Behavioural Choice
 Perspective

D8.1: Dissemination and Communication Plan

Due date: M3 (update on M12)

Abstract: This deliverable is the project dissemination and communication plan. It aims at disseminating and communicating project results and at raising awareness about project activities. It defines objectives for the dissemination and communication activities and identifies target audiences. It defines the dissemination and communication strategy and the respective planning and tools. Finally, it identifies actions that will lead to the achievement of the objectives.

Dissemination Level		
PU	Public	x
PP	Restricted to other programme participants (including the Commission Services)	
RE	Restricted to a group specified by the consortium (including the Commission Services)	
CO	Confidential, only for members of the consortium (including the Commission Services)	



D8.1: Dissemination and Communication Plan

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D8.1: Dissemination and Communication Plan

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D8.1: Dissemination and Communication Plan

Table of Contents

1	Introduction	8
1.1	Objective and Scope	8
1.2	Document Structure	8
2	Reference Documents	10
2.1	Grant Agreement	10
2.2	Consortium Agreement.....	10
3	EU Communication Rules.....	12
3.1	Open Access to Scientific Publications.....	12
3.2	Open Access to Research Data	13
3.3	Information on EU Funding and Disclaimer	13
4	Dissemination Strategy.....	15
4.1	Objectives.....	15
4.2	Target Audiences	16
4.3	Strategic Approach.....	20
5	Dissemination and Communication Planning.....	24
5.1	Logo and Templates	28
5.1.1	Logo	28
5.1.2	Templates	29
5.2	Project Website	29
5.3	Social Media	30
5.4	Leaflets and Posters.....	33
5.5	Presentations	34
5.6	Press Releases	34
5.7	Newsletters	35
5.8	Workshop / Conference	35
5.9	Promotional Video.....	35
5.10	Participation to Conferences and Events	36
5.11	Publications.....	37
5.12	Cooperation with Relevant Projects.....	38
6	Action Plan.....	39
6.1	Description of Actions	39
6.1.1	CYBECO Identity.....	39
6.1.2	Tools and Publications	40



D8.1: Dissemination and Communication Plan

6.1.3	Communication Activities	41
7	Monitoring	44
7.1	Indicators	44
8	Conclusion	47
9	Annexes	48
9.1	1 st Press Release of CYBECO	48
9.2	Dissemination and Communication Activities' Reporting	50
10	Acronyms and Abbreviations	52



D8.1: Dissemination and Communication Plan

List of Figures

Figure 1: Dissemination vs. Communications Activities within Project Lifetime.....23
Figure 2: CYBECO Website.....30
Figure 3: CYBECO LinkedIn Page32
Figure 4: CYBECO Twitter Page.....33



D8.1: Dissemination and Communication Plan

List of Tables

Table 1: Stakeholders Analysis Matrix18
Table 2: DC Objectives - Messages - Target Audiences.....21
Table 3: Dissemination Activities per Partner24
Table 4: DC Objectives - Messages - Target Audiences - Tools27
Table 5: First Category of Actions39
Table 6: Second Category of Actions40
Table 7: Third Category of Actions41
Table 8: Monitoring Indicators for DC Tools.....44
Table 9: Qualitative and Quantitative Dissemination and Communication Report50

1 Introduction

1.1 Objective and Scope

The scope of this deliverable is to define the dissemination and communication strategy and actions for the CYBECO project. The objectives of the dissemination and communication plan are to disseminate and communicate project results, to raise awareness about CYBECO activities and results among relevant stakeholders and promote their involvement in project activities, and to create synergies with projects and initiatives implemented by relevant stakeholders.

Furthermore, the dissemination and communication plan needs to ensure that all partners are actively involved, that all potential communication channels are valorised and that the proposed tools and actions facilitate diffusion of CYBECO messages to the selected target audiences. The dissemination and communication plan has been updated at the end of the first year of CYBECO implementation in the frame of following a continuous improvement cycle and applying a Plan - Do - Check - Act approach.

1.2 Document Structure

The document is structured as follows:

- Section 1 presents the scope and objectives of the dissemination and communication plan.
- Section 2 presents the frame within which the CYBECO project and the dissemination plan are implemented.
- Section 3 describes the EU communication rules which apply to CYBECO dissemination and communication activities.
- Section 4 defines the dissemination strategy including also the objectives and target audiences.
- Section 5 identifies the dissemination and communication tools which the CYBECO consortium plans to use in order to achieve the objectives.
- Section 6 describes the action plan that will lead to the achievement of the objectives.



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Version : 0.5
Date : 2018.04.30
Page : 9

D8.1: Dissemination and Communication Plan

- Section 7 defines the indicators' scheme for monitoring the implementation of the dissemination and communication plan.

2 Reference Documents

The main references for the dissemination and communication plan are the Grant Agreement and the Consortium Agreement.

2.1 Grant Agreement

The Grant Agreement is signed among the Research Executive Agency (REA) of the European Commission (EC), the coordinator of CYBECO (TREK), and the rest of project partners (CSIC, INTRASOFT, DEVSTAT, AXA, TU DELFT, UNN) as beneficiaries who sign accession forms. The Grant Agreement is composed of the following sections:

- Terms and conditions
- Annex 1 Description of the action
- Annex 2 Estimated budget of the action
- Annex 3 Accession forms
- Annex 4 Model for the financial statements
- Annex 5 Model for the certificate on the financial statements (CFS)
- Annex 6 Model for the certificate on the methodology

The terms and conditions of the Grant Agreement define the action, different types and obligations related to the implementation of the action, to grant administration, to background and results and to other topics, beneficiaries' roles and responsibilities, terms for the rejection of costs, reduction of the grant, recovery, sanctions, damages, suspension, termination and force majeure, and other provisions.

Concerning dissemination and communication, the Grant Agreement includes the communication rules of the EU which the consortium is obliged to apply as well as the initial dissemination and communication planning as this has been described in the project proposal.

2.2 Consortium Agreement



D8.1: Dissemination and Communication Plan

The Consortium Agreement is signed among project beneficiaries and it is based upon EU Regulation No 1290/2013 of the European Parliament and of the Council of 11 December 2013 laying down the rules for the participation and dissemination in “Horizon 2020 - the Framework Programme for Research and Innovation (2014-2020)”, and the European Commission Multi-Beneficiary General Model Grant Agreement and its Annexes. The Consortium Agreement defines the responsibilities of each beneficiary, the governance structure, financial provisions, provisions about project results, and provisions about access rights and the non-disclosure of information.

3 EU Communication Rules

The EU Communication Rules are described within the GA. Based on these rules each beneficiary has the obligation to disseminate results to the public by appropriate means. As defined in the EU Communication Rules the beneficiary that intends to disseminate its results must give advance notice to the other beneficiaries at least 14 days, together with sufficient information on the results it will disseminate. Any other beneficiary may object within 14 days of receiving notification, if it can show that its legitimate interests in relation to the results or background would be significantly harmed.

3.1 Open Access to Scientific Publications

Each beneficiary must ensure open access (free of charge online access for any user) to all peer-reviewed scientific publications relating to its results. In particular, it must:

- a) As soon as possible and at the latest on publication, deposit a machine-readable electronic copy of the published version or final peer-reviewed manuscript accepted for publication in a repository for scientific publications
- b) Ensure open access to the deposited publication at the latest:
 - i. on publication, if an electronic version is available for free via the publisher, or
 - ii. within six months of publication (twelve months for publications in the social sciences and humanities) in any other case.
- c) Ensure open access to the bibliographic metadata that identify the deposited publication.

The bibliographic metadata must be in a standard format and must include all of the following:

- the terms “European Union (EU)” and “Horizon 2020”;
- the name of the action, acronym and grant number;
- the publication date, and length of embargo period if applicable, and
- a persistent identifier.

D8.1: Dissemination and Communication Plan

3.2 Open Access to Research Data

Regarding the digital research data generated in the action ('data'), the beneficiaries must:

- a) Deposit in a research data repository and take measures to make it possible for third parties to access, mine, exploit, reproduce and disseminate – free of charge for any user – the following:
 - i. the data, including associated metadata, needed to validate the results presented in scientific publications as soon as possible;
 - ii. other data, including associated metadata, as specified and within the deadlines laid down in the 'data management plan' (see Annex 1);
- b) Provide information – via the repository – about tools and instruments at the disposal of the beneficiaries and necessary for validating the results (and – where possible – provide the tools and instruments themselves).

More details about open access to research data are provided within CYBECO's Data Management Plan, Deliverable 2.2.

3.3 Information on EU Funding and Disclaimer

Unless the Agency requests or agrees otherwise or unless it is impossible, any dissemination of results (in any form, including electronic) must:

- a) display the EU emblem



- b) include the following text:

“This project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 740920”.

or



D8.1: Dissemination and Communication Plan

“The research leading to these results has received funding from the European Union’s Horizon 2020 Research and Innovation Programme, under Grant Agreement no 740920”.

When displayed together with another logo, the EU emblem must have appropriate prominence. The beneficiaries may use the EU emblem without first obtaining approval from the Agency. This does not however give them the right to exclusive use. Moreover, they may not appropriate the EU emblem or any similar trademark or logo, either by registration or by any other means.

Any dissemination of results must indicate that **it reflects only the author's view and that the Agency is not responsible for any use that may be made of the information it contains.**

4 Dissemination Strategy

4.1 Objectives

The consortium will perform an intensive effort, during and after the project life, to achieve specific dissemination, and communication objectives (DC-Obj). It will demonstrate the way in which its innovation is contributing to a definitive 'Innovation Union', by adding value, and contributing to address a large societal challenge, referring to the improvement of cybersecurity risk management. The CYBECO project, through a profound dedication on its dissemination and communication activities, is determined to make the community fully aware of this general message (DC-Obj-1).

The CYBECO consortium will also work to achieve scientific excellence (DC-Obj-2), higher adaptation to market demand (more demanding functionality, usability, etc.) (DC-Obj-3), to improve EU competitiveness (due to improved cybersecurity). On the other hand, it will also perform dedicated actions to ensure that the results are considered by decision-makers influencing in this way policy-making, and are taken into account in standardization means (DC-Obj-4), as well as by industrial stakeholders (DC-Obj-5).

Finally, as an overall objective, the consortium will focus on raising general awareness among EU stakeholders (DC-Obj-6), thus contributing to the achievement of the rest of the DC-Objectives.

A summary of Dissemination and Communication objectives (DC-Obj) is the following:

- DC-Obj-1: Transmission of the CYBECO general message: How the project results will support the improvement of cybersecurity affecting citizens' everyday lives.
- DC-Obj-2: Achieve scientific excellence.
- DC-Obj-3: Achieve the highest adaptation to the market demand (more demanding functionality, usability, etc.).
- DC-Obj-4: Ensure that CYBECO results are taken up by decision-makers to influence policy-making and are taken into account in standardization means.
- DC-Obj-5: Ensure that the results are taken up by industrial stakeholders to increase participation in project activities and in the sustainability of project results.

D8.1: Dissemination and Communication Plan

- DC-Obj-6: Raise general awareness about cybersecurity among relevant EU stakeholders.

Considering the crucial nature of dissemination and communication activities, a dedicated work package (WP8) that will run for the whole project, has been defined to address activities of this nature. With each of the partners bringing a different expertise towards the consortium, they all bring along a network of industrial and academic partnerships, as well as links with different stakeholders and end-users, which will be valorised in the DC activities of the project. Consequently, as much as some of the organizational parts of the DC will be taken care of by one partner, TREK, all other partners will be contributing to the dissemination WP.

4.2 Target Audiences

CYBECO has its dissemination and communication activities strategically planned on the basis of the aforementioned objectives. Within this frame, CYBECO has identified and analyzed strategic stakeholders to be involved in its DC actions.

The focus of the project's DC is to ensure that the defined DC objectives are achieved, with the ultimate goal being: guaranteeing a wide dissemination of CYBECO results, innovations and practical outcomes to the appropriate target audiences, at the appropriate time and by using the most suitable method(s). The purpose of the DC is not just the "distribution" of information, but to build upon the participation of the larger community in project activities so as to provide feedback that helps to improve development, uptake and exploitation of the project outcomes, or the impact of the project at large. To achieve this, an initial set of target audiences (DC-TA) / strategic stakeholders have been identified, which are:

- DC-TA-1: General EU public
- DC-TA-2: Relevant industries: insurance providers, cyber security service providers, operators, technology providers, etc, and industries using these products.
- DC-TA-3: Research communities active in the areas of cybersecurity and decision making.
- DC-TA-4: Policymakers with a specific interest in cybersecurity.
- DC-TA-5: Sectorial associations and standardisation organizations

D8.1: Dissemination and Communication Plan

To finalise, confirm and assess the selection of strategic stakeholders, the consortium has used the stakeholders' analysis framework and the stakeholders' matrix.

Based on this framework, any individuals, groups of people, institutions, organizations or firms that may have a significant interest in the success or failure of the project CYBECO (either as implementers, facilitators, beneficiaries or adversaries) are defined as stakeholders. A basic assumption behind stakeholder analysis is that different groups have different concerns, capacities and interests and that these need to be explicitly understood and recognized in the process of problem identification, objective-setting and strategy selection.

The key questions asked by stakeholder analysis are therefore “Whose problems or opportunities are we analysing” and “Who will benefit or loose-out and how, from a proposed project intervention”? The ultimate aim is to help maximize the social, economic and institutional benefits of the project to various target-audiences and to minimize its potential negative impacts (including stakeholder conflicts).

The main steps involved in stakeholder analysis are:

1. Identify all those groups who have a significant interest in the CYBECO project;
2. Investigate their respective roles, different interests, relative power and capacity to participate (strengths and weaknesses);
3. Identify the extent of cooperation or conflict in the relationships between stakeholders;
4. Interpret the findings of the analysis and incorporate relevant information into the present Dissemination and Communication Plan, to help ensure that relevant and proper dissemination actions are formulated to meet the specific communication needs of these audiences.

There is a variety of tools that can be used to support stakeholder analysis. In the CYBECO Dissemination and Communication Plan a Stakeholder Matrix has been used. The stakeholder analysis has been conducted at the EU level by first identifying the relevant to CYBECO stakeholders within the region and then extracting the Stakeholder Analysis Matrix.

D8.1: Dissemination and Communication Plan

The key steps that are applied in this process are the following:

- ✓ Step 1. Identify CYBECO Stakeholders
- ✓ Step 2. Prioritize CYBECO Stakeholders
- ✓ Step 3. Understand CYBECO Key Stakeholders

The consortium tried to identify all stakeholders that are influenced by the results / implementation of the CYBECO project or that can influence its progress and its outputs. It also identified all relevant stakeholders of the area in a matrix and provided details on how they affect or are affected by the project, what needs to be done to motivate them and raise their awareness and possible actions that would address stakeholder interests.

Table 1: Stakeholders Analysis Matrix

Stakeholder Group	Interest and how they are affected by CYBECO	Capacity and motivation to bring about change	Possible actions to address stakeholders' interests
DC-TA-1: General EU public	Interest in a more secure cyberspace and positively affected due to the reduction of cybersecurity damages and costs through cyberinsurance solutions.	Large capacity, due to the size of the group, for creating demand for cyberinsurance products and for pushing for/against more regulation. They are motivated due to benefits of CYBECO to their daily lives and work.	Raise their awareness through articles, publications, media and communication material, events, website and social media etc.
DC-TA-2: Relevant industries: Insurance providers	Interest in creating new cyberinsurance products and in the demand which will be created for these products through CYBECO	They represent the supply side of the industry with great capacity to define market trends. They are motivated to bring about change since CYBECO improves their products and services and increases demand.	Directly involve them in project activities. Mobilise stakeholders to influence them. Raise their awareness through articles, publications, media and communication material, events, website and social media etc. Build the CYBECO Toolbox that enables decisions upon selection of cyberinsurance.

D8.1: Dissemination and Communication Plan

Stakeholder Group	Interest and how they are affected by CYBECO	Capacity and motivation to bring about change	Possible actions to address stakeholders' interests
DC-TA-2: Relevant industries: Cybersecurity service providers	Interest in a more secure cyberspace and positively affected through the reduced damages and costs of cybersecurity incidents.	They represent a big part of the industry being linked to both the supply and the demand side of the supply chain. They are motivated to bring about change since CYBECO complements their work.	Directly involve them in project activities. Mobilise stakeholders to influence them. Raise their awareness through articles, publications, media and communication material, events, website and social media etc. Build the CYBECO Toolbox that enables decisions upon selection of cyberinsurance.
DC-TA-2: Relevant industries: Technology providers and users of cybersecurity products and services	Interest in a more secure cyberspace and in being insured against cyber-attacks and positively affected through the reduced damages and costs of cybersecurity incidents.	They represent the demand side of the industry with great capacity to define market trends. They are motivated to bring about change since CYBECO reduces damages and costs from cyber-attacks.	Directly involve them in project activities. Mobilise stakeholders to influence them. Raise their awareness through articles, publications, media and communication material, events, website and social media etc. Build the CYBECO Toolbox that enables decisions upon selection of cyberinsurance.
DC-TA-3: Research communities in cybersecurity	Interest in the research conducted within CYBECO and in creating synergies with CYBECO. Positively affected since CYBECO research can complement their work and provide answers to research questions.	They define the direction of the development of new products and services within cybersecurity and in relation to cyberinsurance. They are motivated due to their research goals for advancement.	Directly involve them in project activities. Mobilise stakeholders to influence them. Raise their awareness through articles, publications, media and communication material, events, website and social media etc.

D8.1: Dissemination and Communication Plan

Stakeholder Group	Interest and how they are affected by CYBECO	Capacity and motivation to bring about change	Possible actions to address stakeholders' interests
DC-TA-4: Policy-makers with specific interest in cybersecurity	Interest in seeing gaps in cyberinsurance policy-making being addressed and in observing people and companies' behavior with respect to cybersecurity and cyberinsurance. Positively affected since CYBECO work complements and improves their work.	They are decision-makers aiming at the advancement and the regulation of the sector, thus they have both the capacity and the motivation to bring about change.	Directly involve them in project activities. Mobilise stakeholders to influence them. Raise their awareness through articles, publications, media and communication material, events, website and social media etc. Develop policy recommendations for cyberinsurance.
DC-TA-5: Sectorial associations and standardisation organisations	Interest in seeing gaps in cyberinsurance standardisation activities being addressed and positively affected since CYBECO work complements and improves their work.	They are decision-makers aiming at the advancement and the regulation of the sector, thus they have both the capacity and the motivation to bring about change.	Mobilise stakeholders to influence them. Raise their awareness through articles, publications, media and communication material, events, website and social media etc. Develop policy recommendations for cyberinsurance.

Each of these groups will be reached through the appropriate tools, regarding the defined objective and the message to be transmitted. The performance monitoring results will be used to evaluate and adapt the DC strategies to optimize impact. This may include the use of technologies and strategies, which will be identified and/or become available throughout the CYBECO lifespan.

4.3 Strategic Approach

D8.1: Dissemination and Communication Plan

The dissemination and communication strategy aims at ensuring effective reach of stakeholders and active involvement of stakeholders in project activities. The strategy defines how we are going to achieve the DC objectives. In order to do so, the messages that will be communicated to target audiences are fundamental elements of this strategy. Table 2 below summarizes how the DC objectives can be reached according to the message sent to influence/persuade the target groups.

Table 2: DC Objectives - Messages - Target Audiences

DC Objective	Message to communicate to target audience(s)	Target audiences
DC-Obj-1	EU research funding program H2020 is supporting CYBECO, and how the project results will support the improvement of cybersecurity affecting citizens' everyday lives.	DC-TA-1 DC-TA-2 DC-TA-3 DC-TA-4 DC-TA-5
DC-Obj-2	Participation in CYBECO activities and provision of feedback will allow the consortium to reach scientific excellence , and so the whole scientific community will benefit from the better quality of CYBECO open access publications and scientific progress. The project will maintain a close interaction with feedback providers, hence they can take advantage of CYBECO results.	DC-TA-2 DC-TA-3
DC-Obj-3	Participation in CYBECO activities and provision of feedback will allow the consortium to develop an architecture that suits closer requirements of market demand . Thus, ICT managers and users will benefit from the better quality of CYBECO advances. The project will maintain a close interaction with feedback providers. They will be able to use a tool that really helps to solve main concerns of their position regarding cybersecurity.	DC-TA-2 DC-TA-3 DC-TA-4
DC-Obj-4	EU members must increase security of their ICT systems to improve the population quality of life. CYBECO brings the opportunity to their ICT systems to become more secure and benefit from better informed decision-making approaches. For this reason, joining the CYBECO community is crucial for preserving the competence level of their ICT systems and, in consequence, their country economy.	DC-TA-3 DC-TA-4

D8.1: Dissemination and Communication Plan

DC Objective	Message to communicate to target audience(s)	Target audiences
DC-Obj-5	By adopting CYBECO, organizations will have the benefit of using an improved cybersecurity framework.	DC-TA-2 DC-TA-3 DC-TA-4 DC-TA-5
DC-Obj-6	CYBECO is developing the most advanced cybersecurity framework, facilitating the development and growth of the EU, through better cyber insurance and cyber risk management	DC-TA-1 DC-TA-2 DC-TA-3 DC-TA-4 DC-TA-5

Furthermore, the dissemination and communication activities aim to create an active community of potential users of the CYBECO outputs. The CYBECO dissemination and communication strategy targets the relevant stakeholders operating in the area of insurance of security infrastructures through dissemination and communication activities.

Dissemination activities dominate DC planning in the project start while communication activities become more important towards the end of the project. This is also part of the evolution of the Dissemination and Communication Plan during the project lifetime. The reason for this is that in the very beginning of the project there are no major outputs or results to communicate while there is a strong need to engage stakeholders and this can be achieved through basic dissemination activities.

As the project advances and innovative outputs will be available then the need to communicate results is stronger. Communication activities need to demonstrate and promote project results, depict the benefits and the unique selling points while at the same time they should complement exploitation planning to increase market outreach and engage wider target groups and market segments.

Figure 1 presents the evolution of dissemination and communication activities over the project lifetime.

D8.1: Dissemination and Communication Plan



Figure 1: Dissemination vs. Communications Activities within Project Lifetime

D8.1: Dissemination and Communication Plan

5 Dissemination and Communication Planning

Dissemination and communication activities in CYBECO focus on reaching the main cyberinsurance service provisioning as well as potential customer-base stakeholders. The main objective of dissemination activities in the project is to articulate the project’s key achievements and main messages, with an aim to build strong awareness of the CYBECO project at European level. This will be achieved by working closely with a wide range of stakeholders with whom the consortium partners are establishing contacts (i.e. insurance product providers, cyber security solution providers, ICT Software as a Service Providers, policymakers, national and regional bodies dealing with cybersecurity and the scientific community specialising in cyber security, insurance and risk management). Among other outcomes, this will facilitate the adoption of the project’s results by a large community of potential users of the technology.

The dissemination and communication planning of CYBECO consists of several activities which are either joint and common or are implemented at individual partner level. Table 3 summarizes the planned dissemination activities for all partners.

Table 3: Dissemination Activities per Partner

Partner	Disseminations activities
ALL	<ul style="list-style-type: none"> • Publications in top international journals and participation to national and international conferences; promotion and publication of book chapters. • Promotion of CYBECO through online channels and participation to CYBECO online presence (CYBECO website and website of each partner, newsletter, social networks).
TREK	<ul style="list-style-type: none"> • Dissemination and communication through social media. CYBECO utilises the most-widely accessed online communities including LinkedIn, and Twitter. Working in a similar manner to public opinion polls, social media polls gather views and opinions cheaply and quickly, and bring many engagement benefits. They work simply by asking questions on social media, providing followers with different options for replying, and asking them to repost (Retweet, etc.) their response, widening awareness. <p>It’s vital to ensure that each network that the project will decide to use, remains updated and effort is invested to keep the audience engaged on a daily basis. This can be done by creating useful and thought-provoking content - the</p>

D8.1: Dissemination and Communication Plan

	<p>types of which we will find out during the analysis. A consistent and coherent code of conduct for the project involvement in social media, covering both what is published, and user behaviour is required.</p>
CSIC	<ul style="list-style-type: none"> • Dissemination of CYBECO results in workshops at national and international level. • Promotion of CYBECO results by CSIC press offices. • Training of students on CYBECO models in applied risk management. • In order, to maximize transfer of skills developed within the project, the academic partners will take particular care on the training of young researchers. Postdoctoral fellows of different academic partners will be engaged in all the awareness raising activities planned for the project and will be able to be directly involved to further strengthen the communication level and the scientific exchange between the research units. • Helping to organize the final Lorentz CYBECO seminar.
INTRASOFT	<ul style="list-style-type: none"> • Exploit its Big Data Analytics high-processing infrastructure to commercialise the CYBECO Toolbox sustainability aiming at linking real world data, collected from external sources to the modelling requirements of CYBECO clients. • Promotion of the CYBECO concept and toolbox at national and international trade fairs using the final prototype to demonstrate the system function and/or giving presentations and /or holding workshops. • Publications about the progress of CYBECO in newsletters and press releases targeting customers and external development partners. • Hands-on courses to customers on how to use the CYBECO toolbox for the decision of the appropriate cyberinsurance approach. • Promotion of CYBECO Toolbox and dissemination among insurance companies. • Promotion of cross-cooperation between insurance ICT service providers, through the organization of workshop and cross exchange of information. • Participation in renowned exhibition events.
DEVSTAT	<ul style="list-style-type: none"> • Disseminating new applications and methodology of cybersecurity in the respective professional communities and particular to those practicing Behavioural Economics in the Financial and Insurance sectors, through international events, peer-reviewed conferences, invited talks. • Use of own and dedicated communication channels to communicate ground-breaking results and applications of CYBECO to its client base. • Direct or social media communication to political consultants in the context of statistics for development to create awareness of the new methodology.

D8.1: Dissemination and Communication Plan

AXA	<ul style="list-style-type: none"> • Improving their cyberinsurance products. • Promotion of the CYBECO concept and toolbox at national and international trade fairs using the final prototype to demonstrate the system function and/or giving presentations and /or holding workshops. • Training/lecturing of cyberinsurance professionals working in the local and international market. • Organisation of seminars on how to use the CYBECO Toolbox for professional services. • Demonstration of the CYBECO Toolbox to AXA cyberinsurance clients.
TU DELFT	<ul style="list-style-type: none"> • Scientific dissemination of CYBECO cybersecurity research in the respective academic communities via esteemed Journals, Peer reviewed conference proceeding and invited talks or even by organizing dedicated small workshops. • Training of students on CYBECO technologies to increase awareness on how technologies can support alternative cyberinsurance models, especially at their Master in cybersecurity • TU DELFT will take particular care on the formation of our young researchers. The postdoctoral fellows of different academic partners will be engaged in all the awareness raising activities planned for the project and will be able to be directly involved in order to further strengthen the communication level and the scientific exchange between the research units.
UNN	<ul style="list-style-type: none"> • Scientific disseminating of CYBECO research results in behavioural nudges regarding cybersecurity to the respective academic communities via esteemed Journals, Peer reviewed conference proceeding and invited talks or even by organizing dedicated small workshops. • Training of students on CYBECO technologies to increase awareness on alternative cyberinsurance models, models, especially at various Master degrees. • UNN will take particular care on the formation of our young researchers. The postdoctoral fellows of different academic partners will be engaged in all the awareness raising activities planned for the project and will be able to be directly involved in order to further strengthen the communication level and the scientific exchange between the research units.

Regarding communication activities, they are selected on the basis of the target audience. All relevant target groups will be addressed through a mixture of communication means. For communication matters, a **coherent visual identity** has been developed: logo, templates,

D8.1: Dissemination and Communication Plan

styles and guidelines used by partners when presenting their work in electronic and printed material. A **website** provides a first and key access for interested stakeholders into the project. Social media accounts complement more traditional communication channels such as leaflet, publications, etc. to reach a broader audience. The long-term objective of the website and social media is to create a community of interested parties around the project, to accelerate involvement and create awareness about the CYBECO results. The partners' communication offices will also be actively involved in this respect.

Overall, the project will achieve its DC objectives and communicate the respective messages to the target audiences through the application of a wide range of tools. Table 4 presents the tools that are used to achieve each DC objective.

Table 4: DC Objectives - Messages - Target Audiences - Tools

DC Objective	Target audiences	DC tools
DC-Obj-1	DC-TA-1, DC-TA-2, DC-TA-3, DC-TA-4, DC-TA-5	<ul style="list-style-type: none"> • Website, and social media • Marketing material • Press releases in different media • Promotional video
DC-Obj-2	DC-TA-2, DC-TA-3	<ul style="list-style-type: none"> • Website, and social media • F2F, online meetings, • Advisory Board • Publications and presence in external events • Online dedicated private platform
DC-Obj-3	DC-TA-2, DC-TA-3, DC-TA-4	<ul style="list-style-type: none"> • Website, and social media • F2F, online meetings, survey • Advisory Board • Publications and presence in external events • Online dedicated private platform

D8.1: Dissemination and Communication Plan

DC Objective	Target audiences	DC tools
DC-Obj-4	DC-TA-3, DC-TA-4	<ul style="list-style-type: none"> • Website, and social media • Marketing material • Press releases in different media • F2F, online meetings • Advisory Board • Publications and presence in external events • Project conferences
DC-Obj-5	DC-TA-2, DC-TA-3, DC-TA-4, DC-TA-5	<ul style="list-style-type: none"> • Website, and social media • Marketing material • Press releases in different media • F2F, online meetings • Publications and presence in external events • Project conferences
DC-Obj-6	DC-TA-1, DC-TA-2, DC-TA-3, DC-TA-4, DC-TA-5	<ul style="list-style-type: none"> • Website, and social media • Marketing material • Press releases in different media • F2F, online meetings, • Advisory Board • Publications and presence in external events • Project conferences • Online dedicated private platform

5.1 Logo and Templates

5.1.1 Logo

The project logo constitutes the basic element of the visual identity. To establish a clear and well-defined identity of the project, the CYBECO logo was created before the beginning of the project and it is used in the website, the social networks, deliverables, presentations, promotional materials, etc. CYBECO partners agreed that the project logo will be the one that is presented below.

D8.1: Dissemination and Communication Plan



5.1.2 Templates

Based on the style of the logo templates for deliverables and presentations have been created. These templates contribute to the establishment of CYBECO's visual identity and they are available through the private section of the project website (<http://www.cybeco.eu>).

5.2 Project Website

The project website is the main communication tool of CYBECO. It aims at communicating CYBECO messages, news, results and outputs to all target audiences and to instigate their participation in project activities thus engaging them in sharing the CYBECO vision.

The website is designed to be engaging, attractive and exciting. It uses pictures relevant to cybersecurity and cyber-crime the main themes leading to cyberinsurance. It complies with all communication and security requirements of the EU. It includes two sections, a public section and a private section.

The public section contains information that is available to the public concerning the project objectives, vision, concept, on project partners, media material, publishable results, information on events and news posts.

The private section is a space where project partners can share project related information and files which cannot be public or are not yet ready to be public. Information can be uploaded or downloaded by all project partners. Access to the public space will also be granted to stakeholders as well, under specific circumstances and with limited rights. A data

D8.1: Dissemination and Communication Plan

repository will also be available in the private section of the website as described in deliverable D2.2, the Data Management Plan.

Finally, the project website also incorporates direct connections to the Twitter and LinkedIn accounts of the CYBECO project.

Figure 2 presents a screenshot of the CYBECO website's home page. More details about the website are provided in deliverable D8.2 - Project Web Site and Social Media.

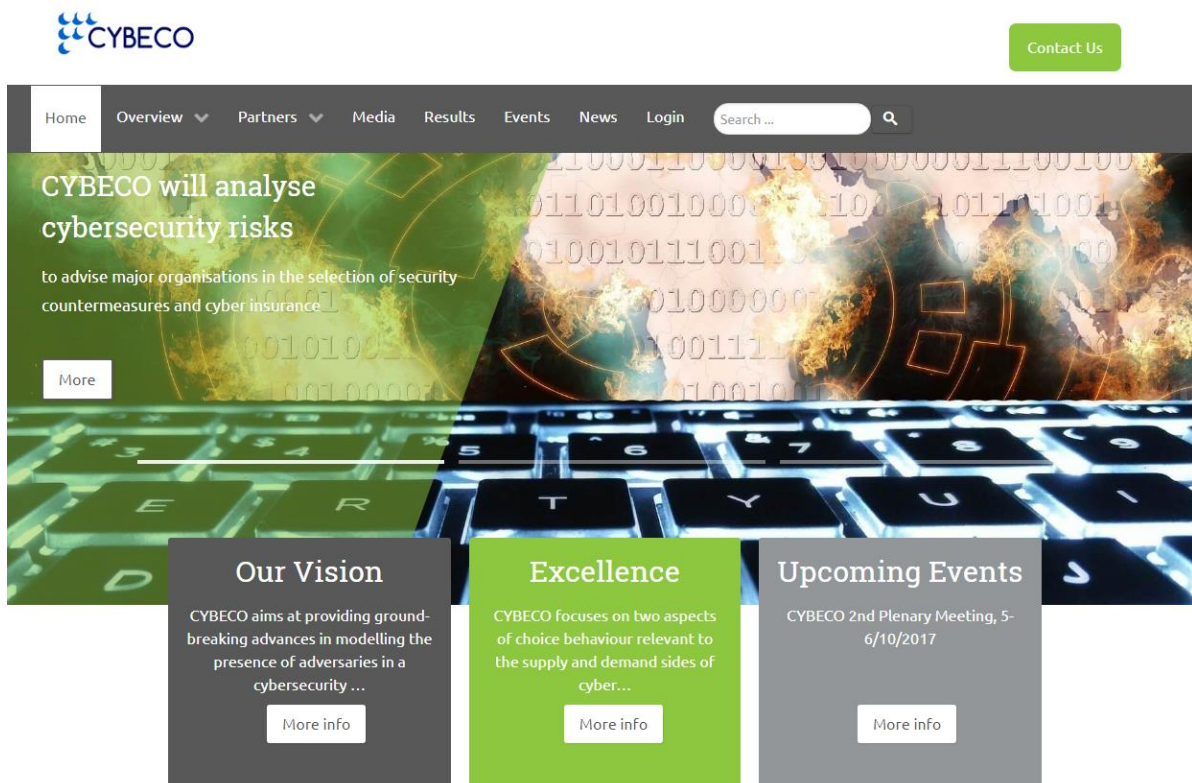


Figure 2: CYBECO Website

5.3 Social Media

The social media used for CYBECO communication purposes are Twitter and LinkedIn. They represent powerful tools to communicate regularly the most relevant information about the project reaching target audiences.



D8.1: Dissemination and Communication Plan


CYBECO has created profiles on both social networks:

- Twitter page: https://twitter.com/CYBECO_project
- LinkedIn page: <https://www.linkedin.com/company-beta/24783136/>

During the first steps of the project the activity on both social networks is quite low as expected. The activity and the posts have already increased in parallel with project implementation, the delivery of the first outputs and the achievement of the first milestones. Figures 3 and 4 present the LinkedIn and Twitter pages of CYBECO, respectively.



D8.1: Dissemination and Communication Plan



CYBECO project
Research • 4 followers

[Following](#) [See jobs](#)


...

About us

CYBECO will research, develop, demonstrate, evaluate and exploit a new framework for managing cybersecurity risks, one that is focusing on cyberinsurance, as key risk management treatment. The project is funded by the European Union's Horizon 2020 Research and Innovation programme under grant agreement No 740920.

Recent update

[See all](#)



CYBECO 2nd Plenary Meeting: The 2nd Plenary Meeting of CYBECO will take pla...

59s

Company details

Website
<http://www.cybeco.eu>


Year founded
2017


Company type
Nonprofit


Company size
11-50 employees


Specialties
Cyber Insurance, Cyber Security, Research, Cyber Crime, and Behavioural Economics

Featured Groups

- 

CRIF - Cyber Risk & Insurance Forum
840 members
- 

Cyber Security Insurance / Cyber Liability Risk Insurance Group
753 members
- 

Cyber Privacy Security Commercial Insurance
6,132 members
- 

cyber risk and data breach insurance
787 members

Figure 3: CYBECO LinkedIn Page

D8.1: Dissemination and Communication Plan



Figure 4: CYBECO Twitter Page

5.4 Leaflets and Posters

CYBECO has produced one leaflet and one poster for the dissemination of the project. Both have been prepared by CSIC.

The leaflet targets a wider audience including all CYBECO target audiences. It will be distributed at conferences, workshops and will be displayed within the premises of partner organisations. It is also available at the public section of the project website. This leaflet will be delivered and distributed until the end of the project. Content-wise the leaflet includes an abstract of the project that can be understood by somebody that is not an expert in cybersecurity, e.g. the media and the public, a description of project challenges, goals and expected results and a presentation of project partners. Leaflets are short and concise (two pages max) to be more market-friendly.

D8.1: Dissemination and Communication Plan

In addition, a poster has been prepared, in A3 format including a visual overview of the project objectives and outcomes, key messages and the list of partners. The poster aims to be used at any relevant events, workshops and conferences.

5.5 Presentations

Project presentations will be created to serve the purpose of presenting the CYBECO project in workshops, conferences and other events. Two project presentations have been developed in M4 and M6 and are available to partners:

- A short standard slide-based presentation aiming to inform a wide audience on the project objectives and activities.
- A longer presentation including a set of slides for a more expert audience: cybersecurity and insurance professionals, technical experts, researchers, user organisations, policy makers.

The presentations will be updated periodically according to the outcomes and results of the project and will be adapted accordingly to target different audiences. They are written in English and have been disseminated to all consortium partners for international use. For local use, the presentations will be translated when necessary in the partner's own language and adapted to the respective language.

5.6 Press Releases

Press releases are made to mark the release of key results or key events of CYBECO. They will have a title that attracts attention and start with a short introductory paragraph summarizing the key message of the press release. They will be published on the website and will be sent to all relevant media and networks through the partners' mailing lists.

A first press release has been launched in the beginning of the project and has been distributed by project partners (CSIC-ICMAT) through local communication channels. This

D8.1: Dissemination and Communication Plan

press release refers to the project launch in May 2017, and it is presented in the Annexes (Section 9.1).

5.7 Newsletters

A CYBECO newsletter will be periodically prepared and published every six months, starting in M6 which is October 2017. The newsletter will be composed of a reference to project progress, project news, activities and publishable results, event announcements and relevant articles and events in the topics of CYBECO. It will also include references on planes activities. It will be disseminated to all the members of the partners' networks with updates on the project's progress.

5.8 Workshop / Conference

At the conclusion of the project, the consortium will organize a workshop where results and outcomes of the project will be presented along with the lessons learnt and the opportunities for further extension of CYBECO results. The objective of the workshop is:

- To engage workshop participants in the discussions about project results and lessons learnt in the frame of extending the project.
- To focus on general CYBECO concepts/ results and, depending on the audiences, on more specialized topics.
- To increase awareness of the CYBECO project.

We aim at delivering the final workshop at the prestigious Lorentz centre in Leiden, for which an application has been submitted. This provides an ideal, easy-to-access environment for discussing and presenting the CYBECO results.

5.9 Promotional Video

D8.1: Dissemination and Communication Plan

A short video of the CYBECO approach will be used as a promotional tool enhancing communication and reaching a wide audience. The CYBECO video has been produced in M12. It presents the project in simple terms and make the project understandable for the public and potential stakeholders interested in using the project results.

The video will be posted on the home page of the website and will be also played during the final workshop of the project. Currently, an informational video about cyber-crime occupies the website's space which will be used for the posting of the CYBECO video.

5.10 Participation to Conferences and Events

Project partners will disseminate and communicate CYBECO results in conferences, forums, workshops, exhibition fairs and other relevant to CYBECO events. During these events contacts with target audiences will also be established and their involvement in the project will be enhanced. The objective is to discuss specific research results and receive inputs from stakeholders and external experts and trigger new replication projects and disseminate both the recommendations developed during the project and the preliminary CYBECO results to target audiences.

Target events also include those organised by the EC Unit supervising the project, other EC Conferences, annual events and key events in the fields of cyberinsurance and cybersecurity. In summary, indicative target events are the following:

- EURO Conferences, with the organization of the special session 'CYBECO session on cybersecurity and cyber-insurance'
- Society for Risk Analysis Europe Conferences
- Society for Risk Analysis Conferences
- Gamesec Workshops
- Gramsec Workshops
- FINRA Cybersecurity Conference
- ICCS International Conference on Cyber Security (ICCS)
- WEIS
- IEEE Intelligence and Security Informatics
- Policy-Making oriented: SABE/IAREP conference

5.11 Publications

CYBECO partners aim at publishing results of the project in scientific journals, professional magazines and conferences. Indicative targeted journals include:

- Risk Analysis
- European Journal of Operational Research
- Management Information Systems
- Information Sciences
- Safety Science
- Security and Communication Networks
- Journal of Risk Research

Regarding Open Access (OA), before papers would be submitted for review and publication, the Open Access aspect of these conferences and journals will be evaluated to ensure that any publications are in line with the EC mandate on Open Access (Article 29.2 of the Model Grant Agreement), so that the publications can at least be read online, downloaded and printed free of charge by any user, while ensuring that there are as many additional rights, such as: copy, distribute, search, link, mine, etc. in addition to the basic requirements. The OA publishing implies two essential parts that will be complied with:

- 1) The depositing of publications and research data (Article 29.3 of the Model Grant Agreement) that validate project results into the project repository, while including information relating to the EU funding received in the bibliographic metadata. This information needs to at least specify the: name of the action, acronym, grant number and an indication that this relates to EU Horizon 2020 funded work.
- 2) Ensuring open access to the deposited publication through the chosen repository. In order to provide open access, the consortium will study and decide on a case-by-case basis, which open access option applies.

Publications will be included as well, in the institutional repositories of the corresponding partners.

D8.1: Dissemination and Communication Plan

The consortium also plans to publish a book describing the CYBECO approach through a prestigious international publishing house. The consortium is examining different options for the publishing of the book such as ENISA and Springer.

5.12 Cooperation with Relevant Projects

CYBECO aims at creating synergies with other relevant projects in order for each project to complement the work of each other and not to create an overlapping effect, to cooperate and exploit results created by other projects and to enhance stakeholders' participation in CYBECO activities. Contacts with these projects will be established until the end of M6 under the lead of the Project Coordinator.

There are a few EU projects in the fields of cyberinsurance and cyber risk assessment which have already been identified by project partners. These projects are the following:

- CyberSure - they focus on creation and management of cyber insurance policies.
<http://www.cybersure.eu/>
- HERMENEUT - they work on cyber risk assessment which includes also human factors.
http://cordis.europa.eu/project/rcn/210209_en.html,
<https://www.digitalcatapultcentre.org.uk/project/hermeneut/>
- SAINT - they work on the analysis and identification of incentives to improve levels of collaboration between cooperative and regulatory approaches to information sharing in relation to cybercriminal activity.
<https://project-saint.eu/>

The research for more relevant projects will be continuous and contacts with newly found projects will be established in the future as well.

D8.1: Dissemination and Communication Plan

6 Action Plan

The action plan materialises dissemination and communication planning into concrete actions with the respective time frame and resources allocated.

6.1 Description of Actions

The proposed dissemination and communication actions of CYBECO can be listed under three main categories:

- **CYBECO Identity:** It includes the logo of the project and its applications.
- **Tools and Publications:** It includes the design and development of the CYBECO website and of social media pages, and publications.
- **Communication Activities:** It includes the development and distribution of dissemination material, the organisation of events and the participation in events.

6.1.1 CYBECO Identity

Table 5: First Category of Actions

Action Category 1	Development of the CYBECO Identity
Link to WPs	2, 8
Aim	Design and development of the project logo and templates for project outputs
Description	<p>The CYBECO logo has already been developed and it is presented within the dissemination and communication plan.</p> <p>Templates for project deliverables and presentations has also been developed as well as templates for press releases.</p> <p>A template for the CYBECO newsletter will be developed and used for all newsletters.</p> <p>Two types of project presentations will be developed on M4 and M6.</p>
Start	M1
End	M1 for logo and templates for deliverables and presentations

D8.1: Dissemination and Communication Plan

	<p>M4 for short presentation of the project</p> <p>M5 for newsletter template</p> <p>M6 for detailed project presentation</p>
Deliverables	<ol style="list-style-type: none"> 1. CYBECO Logo (M1 - completed) 2. Template for project deliverables and presentations (M1 - completed) 3. Template for newsletters (M5) 4. Short project presentation (M4) 5. Detailed project presentation (M6)
Responsible Partner	TREK (logo and templates), CSIC-ICMAT (presentations)
KPIs	<p>1 CYBECO logo</p> <p>1 Template for project deliverables</p> <p>1 Template for project presentation</p> <p>1 Template for project newsletters</p> <p>1 Short project presentation</p> <p>1 Detailed project presentation</p>

6.1.2 Tools and Publications

Table 6: Second Category of Actions

Action Category 2	Development of Tools and Publications
Link to WP	2, 8
Aim	Design and development of the project online tools (website and social media pages) to raise awareness and engage stakeholders and publications in international journals, conferences and professional magazines as well as publication of a book to communicate project results.
Description	<p>Design and development of the project website with a public and a private section and with the aim to communicate project activities, results and news to target audiences.</p> <p>Creation of the social media pages on Twitter and LinkedIn.</p>

D8.1: Dissemination and Communication Plan

	<p>Publications in international journals.</p> <p>Publications in international conferences.</p> <p>Publication of a book.</p>
Start	M1
End	<p>M3 for website and social media pages</p> <p>M24 for publications</p>
Deliverables	<ol style="list-style-type: none"> 1. CYBECO Website (M3 - completed) 2. CYBECO Social Media pages - Twitter and LinkedIn (M3 - completed) 3. Journal publications (M24) 4. Publications in international conferences (M24) 5. International book publication (M24)
Responsible Partner	TREK (Website, Social Media pages), ALL (Journal publications, publications in international conferences, international book publication)
KPIs	<p>1 CYBECO Website</p> <p>2.000 unique visitors up to the end of the project</p> <p>1 Twitter page</p> <p>100 followers of the Twitter page</p> <p>1 LinkedIn Page</p> <p>100 connections and followers of the LinkedIn page</p> <p>12 journal publications</p> <p>6 publications in international conferences (reviewed papers)</p> <p>1 international book publication</p>

6.1.3 Communication Activities

Table 7: Third Category of Actions

Action Category 3	Communication Activities
Link to WPs	8
Aim	Development and distribution of dissemination and communication material (leaflet, poster, press releases,

D8.1: Dissemination and Communication Plan

	<p>newsletters, video), communicating project results and engage stakeholders through the organisation of the CYBECO workshop and the participation in events/workshops/conferences, creation of synergies through the establishment of cooperation with relevant projects.</p>
<p>Description</p>	<p>Development and distribution of a leaflet and a poster. Development and distribution of 8 press releases. Development and distribution of 4 newsletters. Development of a promotional video describing the CYBECO project concept. Organisation of the CYBECO workshop for the presentation of project results. Participation and presentation of the project in international conferences. Participations in public exhibitions and demonstrations.</p>
<p>Start</p>	<p>M1</p>
<p>End</p>	<p>M4 for the leaflet M6 for the poster M12 for the CYBECO video M24 for press releases, newsletters, CYBECO workshop/conference, presentations in conferences, participations in exhibitions and demonstrations, cooperation with relevant projects</p>
<p>Deliverables</p>	<ol style="list-style-type: none"> 1. CYBECO leaflet (M4) 2. CYBECO poster (M6) 3. CYBECO video (M12) 4. Press releases (M24) 5. Newsletters (M6,12,18,24) 6. CYBECO workshop/conference (M24) 7. Presentations in international conferences (M24) 8. Presentations in public exhibitions and demonstrations (M24) 9. Cooperation with relevant projects (M24)

D8.1: Dissemination and Communication Plan

Responsible Partner	CSIC-ICMAT (leaflet, poster, video, workshop), ALL (press releases, newsletters, presentations in international conferences, presentations in public exhibitions and demonstrations)
KPIs	<ul style="list-style-type: none"> 1 CYBECO leaflet 1000 leaflets distributed 1 CYBECO poster 8 press releases 1 CYBECO video produced 4 newsletters produced every 6 months 1 CYBECO workshop / conference organized 100 participants in the CYBECO workshop 6 presentations in international conferences (reviewed papers) 12 participations in international conferences and events 2 participations in public exhibitions and demonstrations 3 relevant projects with which CYBECO established cooperation

D8.1: Dissemination and Communication Plan

7 Monitoring

The implementation of the dissemination and communication plan will be monitored continuously. At the end of the first year, the dissemination and communication plan has been updated to reflect both the activities completed, and the ones to be delivered in the second year of implementation.

Monitoring of the performed activities is an essential element of the dissemination and communication plan, as it aims to gather information on the effectiveness of the dissemination activities. All partners will be required to provide regularly information on what, where, how and when they disseminated the project activities and results.

Key information will be required on quantitative data (numbers) and qualitative data (communication impact/results). Suitable templates to gather information on each of the communication tools are available to partners (section 9.2), so they are informed on the exact type of information required when planning their communication activities.

7.1 Indicators

The specific indicators to evaluate the achievement of the DC objectives are described in the following table for each DC tool.

Table 8: Monitoring Indicators for DC Tools

DC Tool	Tool main points	Indicators
Marketing material	Project visual identity, official presentation of the project, brochures, leaflet, posters, etc.	Number of distributed brochures, project presentation visits
Project website	Project overview, project material, Links to the social media accounts, etc..	Number of visitors, hits and downloads
Social media	LinkedIn and Twitter profiles.	Number of quotations (e.g., retweets, shares)

D8.1: Dissemination and Communication Plan

DC Tool	Tool main points	Indicators
Press releases and publications	<ul style="list-style-type: none"> • Project web portal • Scientific journals, e.g., Risk Analysis, European Journal of Operational Research, Management Information Systems, Information Sciences, Safety Science, Security and Communication Networks, • Professional magazines / Newspapers, e.g., OR/MS Today. 	<p>Publication/quoting of news/press release by different media and requests for further project information</p> <p>Number of publications at conferences, in media, and downloads.</p>
Conferences	<ul style="list-style-type: none"> • Business oriented • Science oriented, e.g., Association of European Operational Research Societies (EURO), International Federation of Operational Research Societies (IFORS), The International Institute for Operations Research and the Management Sciences (INFORMS), IEEE conferences • Cybersecurity oriented, e.g. FINRA Cybersecurity Conference, ICCS International Conference on Cyber Security (ICCS), WEIS, IEEE Intelligence and Security Informatics, Graphical Models for Security, GAMESEC ... • Policy-Making oriented: SABE/IAREP conference 	<p>Number of key note speeches, quality of contacts made during these networking events, and follow up interactions based on meeting at these events. Attendance and engagement in meetings.</p>
Project workshop	A final workshop (Lorentz seminar at Leiden) to present CYBECO results to a wide public.	Attendance, engagement, and satisfaction survey results
Online private platform	A selection of external experts will be encouraged to debate on the better way to address certain challenges of the project through a dedicated online private platform.	Activity in the platform, quantity and quality of the feedback provided, number and relevance of external experts debating
Advisory Board, F2F, online meetings	In order to collect strategic feedback for the project implementation these canals will be used: An Advisory Board and other project exchange of knowledge communications (WP1). Dialogues, interviews, F2F and online meetings with the identified target groups.	Attendance, engagement and quality and quantity of the feedback



D8.1: Dissemination and Communication Plan

DC Tool	Tool main points	Indicators
Promotional video	2-minute video explaining the project, objectives and its main goals posted on the web-site	Number of views
CYBECO Book	A book describing CYBECO approach in a prestigious international publishing house	Number of downloads from the official website of the publishing house

8 Conclusion

The present document is the updated version of deliverable D8.1: Dissemination and Communication Plan of the CYBECO project, which has been updated on M12. It provides a comprehensive dissemination and communication plan of CYBECO, detailing the steps to be taken over the project's life cycle to achieve a maximum effect and reach the relevant audiences. It contains the dissemination goals, target groups, dissemination channels and execution plan.

D8.1: Dissemination and Communication Plan

9 Annexes

9.1 1st Press Release of CYBECO

PRESS RELEASE



CYBECO: A project which will help to prevent cyber- attacks like WannaCry.

The project will analyse cybersecurity risks to advise major organisations in the selection of security countermeasures and cyber insurance.

The project is a collaboration between seven European institutions, and it is funded by the EU's H2020 RIA programme with two million Euros for two years.

Cybersecurity has become one of the most, yet still unresolved, critical issues for many businesses, institutions and public administrations dealing with a vast amount of information and increasingly interconnected. One example is the recent WannaCry ransomware, with which its creators hijacked more than 360.000 computers in 180 countries to later ask for a ransom price for their release, as reported by the Spanish National Cybersecurity Institute (INCIBE). With the objective of preventing this kind of attacks, emerges CYBECO (Supporting Cyberinsurance from a Behavioural Choice Perspective), a European research project.

The main objective is developing new mathematical models that provide tools and products, specifically insurance premiums, that help the deployment of more secure communication systems and networks. The need for implementing innovative solutions responds to a disturbing reality: cybernetic offensives against critical infrastructures – like hospitals, nuclear plants or airports – are more frequent, points out INCIBE. The number of attacks has increased from 63 in 2014 to 479 in 2016; and, only in the first quarter of 2017, it raised to 247 incidents.

The goal is to transfer the mathematical models that have been successfully applied in physical security into the cybersecurity field. To do so, the European Union, through the Horizon 2020 program, has granted them 2 million Euros for two years.

New risks of the digital society

Attacks like WannaCry can push business out of the market for a while, since many of their activities depend on information systems; furthermore, attackers can steal compromising information and, as a consequence, business could lose their reputation and, with that, customers or business opportunities. On the other hand, for systems support critical infrastructures, a power blackout throughout a part of the country or a contamination of the water supply in a certain area could be possible, a series of catastrophic risks related to the fact that the systems controlling these infrastructures have a strong digital component.

Mathematics enable the construction of models for risk analysis and adversarial risk analysis, which can be used for anticipating the types of attacks and their consequences in the virtual world. Specifically,



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 740920

D8.1: Dissemination and Communication Plan

PRESS RELEASE



models can determine the best countermeasures in each organisation for protecting against the attacks. To do so, the project applies techniques for anticipating the behaviour of individual decision-makers, for either the attackers – to determine the potential risks – or the owners of digital infrastructures and insurance – for improving their choice and their service offerings.

CYBECO started on the 1st of May, 2017. Project partners are institutions like Instituto de Ciencias Matemáticas (ICMAT – CSIC) from Spain, Intrasoft International S.A. (INTRASOFT) from Luxembourg, Devstat Servicios de Consultoría Estadística S.L. (DEVSTAT) from Spain, AXA Technology Services (AXA) from France, Technische Universiteit Delft (TU DELFT) from Netherlands, the University of Northumbria at Newcastle (UNN) from the United Kingdom. The project is coordinated by TREK Development S.A. (TREK) from Greece.

Each of the project partners has a specialised role. INTRASOFT will develop the software tool; DEVSTAT and UNN will conduct the behavioural and economic experiments; AXA will bring all their insurance expertise; TU DELFT will incorporate the ‘cyber’ aspects to the risk analysis model; ICMAT will develop the risk analysis models; and TREK will coordinate, manage the project, disseminate project results and define the exploitation strategy and plan of CYBECO.

Economics of Cybersecurity

This project is under the societal challenges pillar of Horizon 2020, the current macro program of the European Union for funding research and innovation activities. This plan aims to provide answers to seven challenges of the European society that have been identified as a priority. Among them, the digital security area and, more specifically, the economics of cybersecurity topic. Under this topic, the program encourages projects that take into account cybersecurity and its cost-benefit, as well as new business and incentive models.

Currently, there are three projects funded under this topic: CYBECO, SAINT (Systemic Analyzer in Network Threats) and HERMENEUT (Enterprises intangible Risks Management via Economic models based on Simulation of Modern Cyberattacks).



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 740920

D8.1: Dissemination and Communication Plan

9.2 Dissemination and Communication Activities' Reporting

Table 9: Qualitative and Quantitative Dissemination and Communication Report

Channel	Information to provide
If relevant: CYBECO webpage on your organisation's website	<ul style="list-style-type: none"> • XX number of visits
News	<ul style="list-style-type: none"> • XX number of news posts • If external news, provide the weblink to the news post
Press releases	<ul style="list-style-type: none"> • XX number of press releases sent • XX number of contacts the press release was sent to • Which press releases received an interest in particular
Leaflets	<ul style="list-style-type: none"> • XX number of leaflets disseminated • List the events where leaflets were disseminated • Feedback received by stakeholders / general public on the usefulness of the leaflet
Poster presentation	<ul style="list-style-type: none"> • XX number of events where the poster was used • List the events where the poster was used
Project Presentations	<ul style="list-style-type: none"> • XX number of events where the presentation was used • List the events where the presentation was used • Feedback received on the usefulness of the presentation
Newsletters	<ul style="list-style-type: none"> • XX number of newsletters sent • XX number of contacts the newsletter was sent to • Which articles of the newsletter received an interest in particular
Workshop	<ul style="list-style-type: none"> • XX number of participants to the workshop • XX number of additional contacts reached and engaged • Feedback received by the participants at the end of the event
Exhibitions and demonstrations	<ul style="list-style-type: none"> • XX number of participants to the exhibitions and demonstrations • XX number of additional contacts reached and engaged • Feedback received by the participants
Participation to events and conferences	<ul style="list-style-type: none"> • XX number of external events and conferences participants attended to • List the events attended • Role in the event (speaker, active participant/moderator, participant) • XX number of participants per event • XX number of additional contacts reached and engaged
Scientific publications	<ul style="list-style-type: none"> • Number of papers submitted • Number of papers accepted



D8.1: Dissemination and Communication Plan

Related projects cooperation	<ul style="list-style-type: none">• Number of affiliated projects
-------------------------------------	---



10 Acronyms and Abbreviations

AXA - AXA TECHNOLOGY SERVICES SAS

CSIC - AGENCIA ESTATAL CONSEJO SUPERIOR DE INVESTIGACIONES CIENTIFICAS

CYBECO - Supporting Cyberinsurance from a Behavioural Choice Perspective

DC - Dissemination and Communication

DC Obj. - Dissemination and Communication Objective

DEVSTAT - DEVSTAT, SERVICIOS DE CONSULTORIA ESTADISTICA, SL

EC - European Commission

EU - European Union

ICMAT - Instituto de Ciencias Matemáticas

INTRASOFT - INTRASOFT INTERNATIONAL SA

KPI - Key Performance Indicator

OA - Open Access

TREK - TREK DEVELOPMENT SA

TU DELFT - TECHNISCHE UNIVERSITEIT DELFT

UNN - UNIVERSITY OF NORTHUMBRIA AT NEWCASTLE