



SEASTARS

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SUSTAINABLE EMISSION ABATEMENT STRATEGIES & TECHNOLOGIES
FOR ADVANCED REVOLUTION SHIPS

D6.1

Communication & Dissemination Plan I



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Abbreviations and Terminology

Partners - Abbreviations	
AMC	ALFA MARIN TECHNIKH SYMVOULEYTIKH MELETON KAI ERGON EPE
ATHINA	ATHINA KENTRO NAFTIKIS KATARTISIS KAI EXELIXIS ANONYMI ETAIREIA
AURELIA	AURELIA DESIGN B.V.
Bound4Blue	BOUND 4 BLUE SL
COMPOSITE	COMPOSITE RECYCLING SA
DGTWIN	DG TWIN SRL
ERMA FIRST	ERMA FIRST ESK ENGINEERING SOLUTIONS SA
HEMEXPO	ELLINES KATASKEVASTES NAFTILIAKOU EXOPLISMOU ASTIKI MI KERDOSKOPIKI ETAIREIA (HEMEXPO)
QUADRISE	QUADRISE INTERNATIONAL LIMITED
MARIN	STICHTING MARITIEM RESEARCH INSTITUUT NEDERLAND
MERCURIUS	MERCURIUS SHIPBUILDING BV
METACON	METACON MONOPROSOPI ANONYMI ETAIREIA
MINERVA	MINERVA MARINE INC. TRUST COMPANY COMPLEX,
NEPTUNE LINES	NEPTUNE LINES SHIPPING AND MANAGING ENTERPRISES S.A.
RINA	RINA HELLAS ETAIRIA PERIORISMENIS EVTHINIS NIOGNOMONAS
UoB	THE UNIVERSITY OF BIRMINGHAM
UOS	UNIVERSITY OF STRATHCLYDE
VERTORO	VERTORO BV
Voyex	Voyex B.V.

Abbreviations	
AiP	Approval in Principle
CCS	Carbon Capture Storage
CINEA	Climate, Infrastructure and Environment Executive Agency
D	Deliverable
DTW	Design Thinking Workshop
EC	European Commission
ECSA	European Community Shipowners' Associations
EU	European Union
GA	Grant Agreement
GHG	Greenhouse Gas
IMO	International Maritime Organisation
IRENA	International Renewable Energy Agency
KPI	Key Performance Indicators
M	Month
WP	Work Package



Terminology	
Fit-for-55	An EU legislative package aimed at reducing greenhouse gas emissions by at least 55% by 2030 (compared to 1990 levels), as part of the European Green Deal. It includes updates to the EU Emissions Trading System (ETS), the FuelEU Maritime Regulation, and other climate and energy laws relevant to decarbonizing the transport and maritime sectors.
Horizon Europe	The EU's key funding programme for research and innovation for the period 2021–2027, with a budget of €95.5 billion. It aims to tackle climate change, support sustainable economic growth, and boost the EU's global competitiveness through collaborative R&D across science, technology, and industry.
LIFE	The EU's funding instrument for environment and climate action, supporting projects that contribute to nature conservation, climate change mitigation and adaptation, circular economy, and energy transition. It complements other EU programmes like Horizon Europe by focusing on policy implementation and pilot solutions.
MBSE (Model-Based Systems Engineering)	An engineering methodology that uses digital models as the primary means of information exchange rather than traditional document-based approaches. MBSE improves system understanding, integration, and traceability across the lifecycle—essential for managing complexity in maritime innovation projects like SEASTARS.



Executive Summary

The **SEASTARS Communication & Dissemination Plan I (Deliverable D6.1)** outlines a strategic framework for promoting the project's objectives, activities and outcomes to key stakeholders across the maritime industry. These stakeholders include shipowners, shipbuilders, naval architects and engineers, technology providers, policy makers, industry associations, academia, research institutions and the general public. This deliverable serves as a roadmap for effective engagement, ensuring that the project's innovations and findings are widely communicated to maximize impact and foster collaboration. Formulated in the early phase of the project (Month 6), the plan addresses several key aspects and will be updated as the project progresses. It covers:

- **Dissemination Goals & Audience:** Defining clear communication objectives, identifying the project's primary stakeholders (e.g. shipowners, shipbuilders, marine engineers, maritime consultation groups, etc.) and target audiences, plus tailoring key messages for each group.
- **Channels & Tools:** Outlining the communication channels and tools to be leveraged throughout the project's lifecycle, including digital platforms (project website, social media, e-newsletters) and traditional outlets (press releases, events, print materials).
- **Stakeholder Engagement Methods:** Devising optimal methods to engage SEASTARS stakeholders effectively, such as e-newsletters, containing active enquiries, interactive workshops, webinars and virtual open days organised in collaboration with other maritime EU-funded projects and technology platforms.
- **Guidelines & Standards:** Establishing guidelines for internal and external dissemination and communication activities, covering scientific publications, workshops, media outreach, and stakeholder events. This includes adherence to Horizon Europe requirements for open access and acknowledging EU funding. Plus, acknowledging all commercialisation and IP standards which will be agreed between partners during the project implementation and will be described in WP7 Deliverable Reports (Exploitation).
- **Monitoring & Evaluation:** Defining metrics and processes to measure the reach and impact of communication activities and the exploitation of key project results, enabling continuous evaluation and adaptation of the strategy.

This document is designed as a dynamic strategy. The consortium will review and enhance the plan regularly to incorporate new opportunities, address stakeholder needs, and respond to emerging industry trends. Additionally, the plan details the project's visual identity and branding strategy to maintain consistency in all communications. A core component of SEASTARS' dissemination approach is the use of digital tools – including an [official project website](#), dedicated social media channels, and periodic online newsletters – to ensure continuous visibility and engagement with maritime stakeholders. By implementing the strategies outlined in this document, SEASTARS aims to establish a strong and



sustainable communication ecosystem that supports the project's ambitious goals and fosters the adoption of its research and technological advancements in the maritime sector.



1 Introduction

SEASTARS (“*Sustainable Emission Abatement Strategies & Technologies for Advanced Revolution Ships*”) is an EU-funded Horizon Europe Innovation Action focused on maritime decarbonization. The project’s overarching aim is to demonstrate at least a **30% reduction in well-to-wake greenhouse gas (GHG) emissions by 2030** (relative to 2008 levels) and a **20% improvement in energy efficiency** for vessels (relative to 2022 performance) in order to reach the Fit-for-55 targets set by the European Commission and the International Maritime Organization (IMO). To achieve this, SEASTARS will deliver eight market-ready vessel designs (four retrofit solutions for existing ships and four newbuild designs) integrating advanced technologies across inland, short-sea, and deep-sea shipping. The consortium, coordinated by the University of Strathclyde, brings together a multidisciplinary team of ship operators, marine technology providers, classification and regulatory experts, and academic researchers across Europe. Given the transformative goals of SEASTARS, effective dissemination and communication are critical to ensure that knowledge generated by the project reaches all relevant stakeholders and translates into real-world impact.

Deliverable D6.1 – Communication & Dissemination Plan – aims to provide a comprehensive strategy on how SEASTARS will communicate its progress and results both within the consortium and externally to the broader maritime community. The document’s objectives are to:

- Clearly define the communication and dissemination goals for SEASTARS and how they contribute to the project’s success.
- Identify target audiences and stakeholder groups and outline tailored approaches to engage each of them.
- Describe the communication channels, tools, and materials that will be used to share information about SEASTARS (e.g. website, social media, press releases, events, publications).
- Establish the project’s visual identity guidelines to ensure a consistent and professional branding in all outreach activities, in line with Horizon Europe visual requirements.
- Present an initial set of KPIs and a monitoring plan to measure the effectiveness of dissemination efforts and allow for iterative improvement.

The plan has been developed through a collaborative approach, drawing on inputs from all partners (especially WP6 leader HEMEXPO) and best practices from similar Horizon Europe projects. It builds on the project proposal’s initial dissemination description, aligns with the European Commission’s guidelines on project communication (including the use of the EU emblem and funding acknowledgment), and incorporates feedback from the project kick-off and early stakeholder interactions. The strategy is designed to be flexible, with the understanding that new tools or approaches can be integrated as the project evolves. As this is the first dissemination-focused deliverable for SEASTARS, there are no prior project documents on communication to reference. However, this plan is



informed by the dissemination and exploitation requirements of Horizon Europe and lessons learned from partner organizations' previous projects in the maritime domain. It also considers the outcomes of the project's kick-off meeting in Athens (8–9 January 2025), which set the foundation for consortium collaboration and stakeholder engagement. Going forward, this plan will be revisited at mid-term and towards the project's conclusion, to incorporate results from on-going activities and to refine the dissemination strategy based on what proves most effective.

This Communication & Dissemination Plan covers both external communication (raising public and industry awareness, knowledge dissemination, stakeholder engagement) and internal communication (within the project consortium). The following sections provide a detailed blueprint for executing SEASTARS' communication strategy to ensure the project's developments are effectively conveyed and its impact is maximized across the European maritime sector. The document is organized into several sections:

- **Section 2** outlines the SEASTARS communication and dissemination strategy in detail, including specific objectives, identified audiences, chosen channels/tools, planned activities, visual branding, internal coordination mechanisms, and KPIs.
- **Section 3** provides the conclusions, summarizing how the planned activities will contribute to SEASTARS' impact and the next steps for implementation.
- **Annexes** include reference information such as the project's logo branding guidelines (Annex I), project templates (Annexes II-VIII), promotional print materials' designs (Annexes IX-XI) and finally the summary list of project's Communications and Dissemination KPIs (Annex XII). This list of annexes can be expanded with templates or additional materials as needed in future updates.

A future section (Section 4) will be added in the next version of this deliverable report (D6.2), which will be dedicated to report all the achievements for each WP6 task, map all existing synergies and cooperation established between SEASTARS consortia and external parties, and lastly showcase the internal events organised by SEASTARS as well as listing the external cluster events, scientific conferences and thematic workshops/webinars attended by project partner representatives.



2 SEASTARS WP6 Overview

2.1 Description

This document presents the Communication and Dissemination Plan for the SEASTARS project (Grant Agreement 101192901) as Deliverable D6.1. It outlines the strategy for raising awareness of SEASTARS, disseminating its results, and engaging stakeholders, in full alignment with the objectives and requirements set out in the Grant Agreement Annex 1 (Description of Action). The plan defines target audiences, key messages, communication channels, planned activities, and metrics for impact. It also ensures compliance with Horizon Europe communication obligations (e.g. use of EU emblem and funding acknowledgment). This preliminary plan will guide dissemination in the first project phase and will be refined in D6.2 (M18), in the 2nd version of the Communication and Dissemination Plan as the project progresses.

2.2 WP6 Objectives

SEASTARS' communication and dissemination activities are designed to support the project's overall goals and meet the specific objectives defined in the Grant Agreement. The primary WP6 objectives are:

- **Reach the target population and promote the SEASTARS platform's scalability:** Communicate the project's digital decision-support tool and methodology to all relevant stakeholders, emphasizing its adaptability to various vessel types and technologies. This ensures stakeholders understand how SEASTARS solutions can be applied broadly across the maritime sector.
- **Raise interest among public, shipowners, technological providers, investors, and policymakers:** Proactively engage general public, shipowners, technological providers, industry investors and decision-makers to build interest in SEASTARS innovations. By highlighting the project's contributions to EU climate goals (e.g., *Fit for 55* and IMO Carbon Intensity Indicator compliance), the plan will attract support and visibility from funding bodies and regulatory audiences.
- **Increase social acceptance of maritime decarbonization:** Address environmental impacts and benefits in messaging to convince diverse groups of the value of SEASTARS' solutions. Communicating positive environmental outcomes (e.g., greenhouse gas reductions) will help build public acceptance and stakeholder buy-in for advanced clean shipping technologies.
- **Contribute to broader Horizon Europe dissemination efforts:** Where possible, SEASTARS will participate in and contribute to common information and dissemination activities orchestrated by the European Climate, Infrastructure and Environment Executive Agency (CINEA). This involves leveraging synergies with other Horizon Europe projects and ensuring the project's visibility in EU-wide initiatives.



These objectives mirror the Grant Agreement’s vision for dissemination and communication. The plan uses the same terminology and focus areas as the GA to maintain consistency. Furthermore, all activities will adhere to Horizon Europe guidelines for communication and visibility (e.g., notifying the EC in advance of major media actions and displaying the EU emblem in project materials).

2.3 WP6 Tasks and Deliverables

2.3.1 Tasks

Table 1: List of WP6 Tasks

Tasks	Description
Task 6.1: Dissemination of the project’s results	The goal is to globally disseminate project results, findings and test data, raising awareness in the scientific and industrial community for zero-carbon solutions. This follows the Communication and Dissemination plan, involving: 1. Formulating an updated dissemination strategy throughout the project 2. Establishing pathways, identifying audiences, selecting channels, curating content, and adhering to timelines 3. Crafting a visual identity, including brand creation, logo, and templates. 4. Managing SEASTARS's online presence; website, social media, email, and webinars for consistent identity. 5. Organizing webinars and interactive workshops to share achievements and engage with external stakeholders.
Task 6.2: External Stakeholder Engagement	The project will actively engage with sectorial associations, environmental organizations, and other stakeholders to gather input and address concerns related to the project. Establish open lines of communication to foster positive relationships with all involved parties. Manage legal aspects associated with site design and permitting. Ensure that the project complies with all applicable laws, regulations, and international standards.
Task 6.3: Collaboration with related funded projects and partnerships	HEMEXPO will lead an annual review task aimed at identifying collaboration opportunities with existing and future projects. The focus spans those funded under the same call and across broader EU and LIFE project domains. The primary goal is to strengthen collaboration with other EU projects for a collective impact. The task includes knowledge sharing, participation in events, joint dissemination efforts, reciprocal web links, and synchronized consortium-wide dissemination during domain-specific conferences. UOS, as the project lead, directs this effort, with DGT contributing expertise in data management and platform support.



2.3.2 Deliverables

Table 2: List of WP6 Deliverables

Deliverables	Description	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D6.1: Communication & Dissemination Plan I	Preliminary Communication and Dissemination Plan. Plan for the dissemination of the project activities to the different stakeholders; methods of communication schedule, resources, etc.	HEMEXPO	R – Document, Reports	PU - Public	M6
D6.2: Communication & Dissemination Plan II	Intermediary Communication and Dissemination Plan. Refinement of communication plan presented in D6.1.	HEMEXPO	R – Document, Reports	PU - Public	M18
D6.3: Communication & Dissemination Plan III	Final Communication and Dissemination Plan. Refinement of the communication plan presented in D6.2.	HEMEXPO	R – Document, Reports	PU - Public	M36



3 Communication and Dissemination Strategy

3.1 Communication Objectives

The communication strategy of SEASTARS is driven by clear objectives that align with the project's goals and its obligation to create broad impact. The core communication and dissemination objectives are:

- **Enhance Visibility of SEASTARS:** Ensure that the existence of the project, its purpose, and its progress are known across the maritime industry and beyond. This includes highlighting SEASTARS as an EU-funded initiative contributing to international shipping decarbonization targets.
- **Engage Stakeholders and End-Users:** Proactively engage with all relevant stakeholder groups (identified in the next section) so they become aware of and interested in SEASTARS solutions. This means crafting key messages that resonate with each group – for example, emphasizing cost-effective compliance to regulations for shipowners, or highlighting research innovations for academia.
- **Disseminate Results and Knowledge:** Share the project's findings, data, and results in accessible formats. As technical developments mature (e.g. new retrofit designs or energy systems efficiency modelling tools), the consortium will publish results in open-access journals, present at conferences, maritime exhibitions plus trade fairs and prepare summaries for non-technical audiences.
- **Encourage Adoption and Ensure Replication:** Use multiple communication channels as a tool to encourage uptake of SEASTARS innovations. By demonstrating successful case studies, the project aims to inspire other shipowners, shipyards, and policy makers to adopt similar emission-reduction solutions, multiplying the project's impact.
- **Support Exploitation and Partnerships:** Communicate opportunities for collaboration, investment, or uptake arising from SEASTARS. This may involve informing industry about demonstration opportunities or inviting stakeholders to project interactive workshops (e.g. technical webinars and DTWs). An informed audience is more likely to participate in the exploitation of results (e.g. through commercial partnerships or follow-on projects).
- **Comply with EU Dissemination Requirements:** Utilise the Horizon Europe guidelines for dissemination and communication. This includes using the EU emblem and funding statement on all materials, ensuring open access to scientific publications, and reporting our dissemination activities in project periodic reports.

These objectives provide direction for all communication activities described in this plan. They ensure that whether we are designing a brochure, posting on LinkedIn, or speaking at an event, the content remains aligned with what SEASTARS wants to achieve and convey.



3.2 Target Audiences, Stakeholder Groups and Key Communication Themes

3.2.1 Target Audiences and Stakeholder Groups

A successful dissemination plan must tailor its approach to the needs and interests of target audiences by ensuring maximum impact and uptake of project results. SEASTARS has identified several key target groups, each with distinct roles in the maritime ecosystem and specific expectations:

- **Shipowners, Operators and technical managers (industry end-users):** They are the primary end-users of SEASTARS solutions (retrofits and new build vessel designs). This group is primarily interested in how the project's innovations can help them meet emissions regulations (like IMO and EU targets) cost-effectively and without disrupting operations. Communications will demonstrate viable routes for them to adopt climate-neutral fuels and technologies in their fleets. Messages for this group will focus on real-world benefits: fuel savings, compliance with "Fit-for-55" requirements, return on investment, and case studies from the project's demonstrations.
- **Shipbuilders, Shipyards and Marine Engineers:** As implementers of innovative designs, this group will be engaged in technical findings. The project will share knowledge on the Model-Based Engineering (MBSE) methodology and novel modular design practices, enabling shipyards to bring their expertise in building the next-generation sustainable ships. Communication and interaction with this group will highlight the technical credibility of the solutions (e.g., MBSE, performance data from simulations and sea trials) and opportunities to collaborate or learn from the project's findings.
- **Marine Technology Providers, Fuel Suppliers, Equipment Manufacturers and Maintenance companies:** Companies developing engines, power supply, fuel and energy systems, propulsion-hull technologies, and many more key technologies to integrate multiple abatement techniques onboard. Multiple consortium partners belong in this category and play a vital role in the project implementation and communication activities, plus developing several modern technologies for decarbonization, power conversion, and energy management. SEASTARS dissemination will showcase the project's modular technology "toolbox" – e.g., fuel cells, wind-assist devices, alternative fuels, carbon capture – and how these can be integrated seamlessly on both existing vessels and newbuilds. This could spur new partnerships or ensure compatibility of products and digital solutions with SEASTARS' designs.
- **Investors and financial stakeholders:** Private investors (venture capital, shipping finance, etc.) and public funding agencies are crucial for commercialization. Communication will provide evidence of SEASTARS outcomes (e.g. quantified emissions reductions, energy efficiency gains) to shape investment decisions. By highlighting successful demonstrations and approval milestones, the project will build confidence that its solutions are viable for future market deployment, encouraging investors to participate in scaling them up.



- **Policy Makers and Regulatory Bodies:** Institutions such as the European Commission (DG MOVE, DG CLIMA), the European Climate, Infrastructure and Environment Executive Agency (CINEA), IMO committees, and national maritime authorities. They are interested in how SEASTARS outcomes inform policy or standards. Regular updates via e-newsletters, publicly accessible project deliverable reports and invitations to DTWs will keep this group engaged.
- **“Multipliers” – Industry Associations and Networks:** Organizations like HEMEXPO (WP6 leader), shipowner associations, maritime technology platforms, classification societies, and clusters in maritime innovation. In this category the majority of trade and sector associations in maritime and energy are included (e.g., IRENA, Waterborne TP, International Windship Association (IWSA), SEA Europe, ECSA, etc.). They serve as multipliers to reach broader industry audiences and amplify project outcomes. The dissemination plan will leverage these networks by sharing press releases, newsletters and articles through their channels, creating synergies and co-organizing events/webinars with other EU-funded projects and maritime associations, plus asking them to re-post SEASTARS news to their network. The intended impact is to *“promote and develop the market for climate-neutral fuels”* and accelerate decarbonization uptake across the sector.
- **Academic, Training and Research Institutions:** Includes universities, public and private research institutes and training providers interested in maritime engineering, renewable energy and environmental science. For this audience, SEASTARS will disseminate through scientific publications, conference presentations, open data (where feasible) and sharing methodologies (e.g., on the use of the Capella MBSE toolset). Academic partners (e.g., University of Strathclyde, University of Birmingham, MARIN) plus ATHINA Maritime Training Centre in the consortium will lead the preparation of scientific publications and ensure results are published in reputable maritime and renewable energy journals and conferences. The project will also aim to participate in academic forums, contribute to educational content (e.g., guest lectures or case studies) and will allow this audience to **assimilate innovative project outputs** into further research and development.
- **General Public and Media:** While the project is specialized, it carries a message of general interest: cleaner shipping for a sustainable future. Thus, part of the communication will be aimed at general audiences to raise awareness of maritime emissions challenges and EU efforts to tackle them. This will be addressed via press releases to mainstream media, simplified explanations on the project website, short videos or infographics, newsletters available to all subscribers and social media content that showcases the human or societal dimensions of the project (e.g. how decarbonizing ships contributes to fighting climate change). Engaging content will be created to capture public interest, such as project highlights or participation in public science events where appropriate.

These stakeholder groups will be grouped and approached with tailored messaging through appropriate channels (as detailed in the next section) based on the project outcome or exploitation activity. By segmenting the audience in this way, SEASTARS can ensure more effective communication – delivering the right information in the right format to the right people. A living stakeholder map will be maintained



by WP6 to keep track of engagement with key contacts (e.g., lists of companies, policy makers, etc.) and to identify any gaps in outreach as the project progresses.

3.2.2 Key Communication Themes and Messages

In all outreach activities, SEASTARS will emphasize a set of core themes that reflect the project's unique value proposition and innovation. These key messages, drawn from the Grant Agreement's description of the action, will be woven into communications to reinforce the project's identity and objectives:

- **Innovative MBSE & Phased Assembly-to-Order Approach:** SEASTARS' technical foundation is the use of *Model-Based Systems Engineering (MBSE)* combined with a phased "assembly-to-order" strategy for ship design and retrofitting. This approach is a central narrative in project communications. It will be highlighted that *SEASTARS uses advanced systems engineering methods and modular design principles to plan vessel decarbonization in stages*, rather than one-off solutions. This message showcases the project's efforts in establishing a trustworthy, easily applicable with existing vessel design tools in the market and embedding a new cutting-edge methodology as a key innovation for stakeholders interested in digitalization and decarbonization opportunities available. As noted in the GA, MBSE and phased assembly-to-order will "*help shipowners not only evaluate emission reductions but also generate appropriate action-time plans for the decarbonization process*" – a message that will be clearly communicated to demonstrate how the project enables strategic, stepwise decision-making.
- **Flexible & Modular Solutions for Maritime Decarbonization:** A prominent theme in dissemination will be the project's unique capability to adapt and upgrade vessel designs over time through modular "plug-and-play" technologies in a digital twin environment. According to the GA, emission reduction and efficiency improvement technologies in SEASTARS are *designed as modules that can be added, scaled up, or replaced in phases* within a ship's design. SEASTARS will convey how this modularity allows shipowners to progressively decrease emissions while *maintaining reasonable investment risk*. This narrative of flexibility (vs. one-size-fits-all solutions) differentiates SEASTARS and appeals to shipowners, emphasizing that the project's platform can tailor decarbonization pathways to each vessel's operational profile and budget.
- **Demonstration of Tangible Impacts and Milestones:** Communication efforts will underscore the concrete results and milestones achieved by SEASTARS, to build credibility and excitement. The project's main objective is to *demonstrate a well-to-wake GHG emissions reduction of at least 30% by 2030 (vs. 2008 baseline) and a 20% energy efficiency improvement (vs. 2022) on eight market-ready vessel designs*. Key milestones from the Grant Agreement that will be promoted externally include: (a) the development and validation of **eight novel vessel designs** (4 retrofits + 4 new builds) incorporating green technologies; (b) achieving **Approval in Principle (AiP)** from classification authorities for all 8 designs (targeted by month 30) (c) the release of an **open-source decision support module** for public use (by month 30); and (d) **demonstration events** such as a final public event and webinars to showcase results (month 35). Each major milestone will be leveraged for dissemination – for example, press releases and conference presentations when



the designs are validated by shipowners, announcements when the web-based tool is available to industry, and media coverage of the final demonstration event. By communicating these tangible outcomes and success stories, the project will illustrate its progress and impact in real terms, which is crucial for engaging stakeholders and the general public.

All messaging will be framed in alignment with EU policy goals (e.g., the transition to climate-neutral shipping) to maximize relevance. The themes above ensure consistency with the proposal's innovations described and keep the project's communication focused on its unique selling points, as expected by the Grant Agreement reviewers.

3.3 Synergies & Cooperation with Multipliers: Industry Associations, Networks & EU Projects

A key pillar of the SEASTARS communication and dissemination strategy is the establishment of structured synergies with a wide network of industry multipliers, including sectoral associations, thematic clusters, EU-funded sister maritime projects and technology platforms. These partnerships aim to amplify the project's visibility, ensure alignment with broader decarbonisation initiatives, and facilitate knowledge exchange and exploitation opportunities beyond the consortium.

By engaging with these “multipliers,” SEASTARS significantly extends its outreach beyond the immediate consortium. These actors help to:

- Promote project results to broader industrial communities and SMEs;
- Contribute to the adoption and market readiness of SEASTARS outcomes;
- Provide feedback from diverse stakeholders and user groups;
- Support the replicability and scalability of SEASTARS innovations across Europe and globally.

These synergies also underpin SEASTARS's long-term exploitation and policy contribution goals, ensuring that its outputs are both technically validated and societally relevant, reinforcing the EU's Fit-for-55 and Green Deal ambitions in maritime transport.

SEASTARS engages with **leading European and national-level maritime associations** to create strong dissemination pathways and foster dialogue with industry stakeholders. These include but are not limited to IRENA, Waterborne TP, International Windship Association (IWSA), SEA Europe, ECSA, Inland Waterborne Transport (IWT) Cooperation Platform, etc. Similarly, SEASTARS proactively seeks **collaboration and mutual visibility** with other **Horizon Europe, Horizon2020, and LIFE-funded maritime projects**, especially those focused on decarbonisation, alternative fuels, vessel design, and digital platforms. This include: (i) **ZEWT Partnership projects** (Zero Emission Waterborne Transport), focusing on ship electrification, hydrogen/ammonia fuel use, and hybrid propulsion systems; (ii) LIFE and Horizon projects addressing **FuelEU Maritime, ETS extension, and GHG reduction frameworks**. These



collaborations will be facilitated through joint communication actions such as cross-posted news articles and social media content/updates and co-hosted webinars or thematic workshops.

Up to date, SEASTARS has established collaboration with the Inland Waterborne Transport (IWT) Cooperation Platform during April 2025. During this collaboration SEASTARS will actively participating in the IWT Platform's General Assembly meetings (1-2 times per year), cross-promote their actions through their social media networks and webpages; plus, participating in dedicated thematic workshops (e.g. SEASTARS DTWs) or webinars and vice-versa.

Additionally, SEASTARS consortium partners have identified 21 EU Horizon & LIFE maritime projects with which they can collaborate in multiple levels. Main focus has been given to EU projects where the SEASTARS members are project partners (e.g., NH3Craft, LH2Craft, SAFeCraft, ESY, etc.) and establishing a strong dissemination and technical cooperation with FleetFor55 EU project. Preliminary actions have been made and collaboration agreements will be finalised by end of 2025 (M12).

This chapter will contain updates of the established synergies and cooperations. It will be updated in each version of the upcoming WP6 deliverable reports (D6.2 & D6.3).

3.4 Visual Identity and Templates

A strong visual identity underpins all SEASTARS communication efforts, ensuring that the project is immediately recognizable and that all outputs look professional and consistent. Early in the project, the consortium established the **SEASTARS brand identity**, which includes the project logo, color palette, and design templates, in line with Horizon Europe visual guidelines.

3.4.1 Project Logo and Brand Guidelines

The SEASTARS logo – a distinctive emblem that reflects maritime innovation and sustainability – was developed in the first two months. The design process involved gathering proposals from partners and refining a logo that encapsulates the project's essence. The final logo is used on all communication materials (website, documents, presentations, etc.) as a clear identifier. Alongside the logo, a set of brand colors and typography has been defined to convey a modern, clean, and ocean-inspired image (for instance, blues and greens reminiscent of the sea and sustainability). A short **visual identity guide** (Annex I) was circulated to partners, explaining proper logo usage, minimum sizes, color codes, and example layouts. This ensures that even as different partners create materials, the look and feel remain coherent.

Importantly, the visual identity is always co-branded with EU symbols for Horizon Europe: the EU flag and the statement "Co-funded by the European Union" appear as required on banners, slides, and documents, according to the Grant Agreement obligations.

For the typography, Roboto is selected as the primary font for text and Aptos is the secondary font be used in communication within the consortium, e.g., in documents, emails, etc. because it's clean, modern, and highly legible. The use of a consistent font creates a harmonious balance between the icon and the



project name. Alternative pre-defined fonts will be used in exceptional cases where external parties request it explicitly, such as scientific papers, journals, symposia.

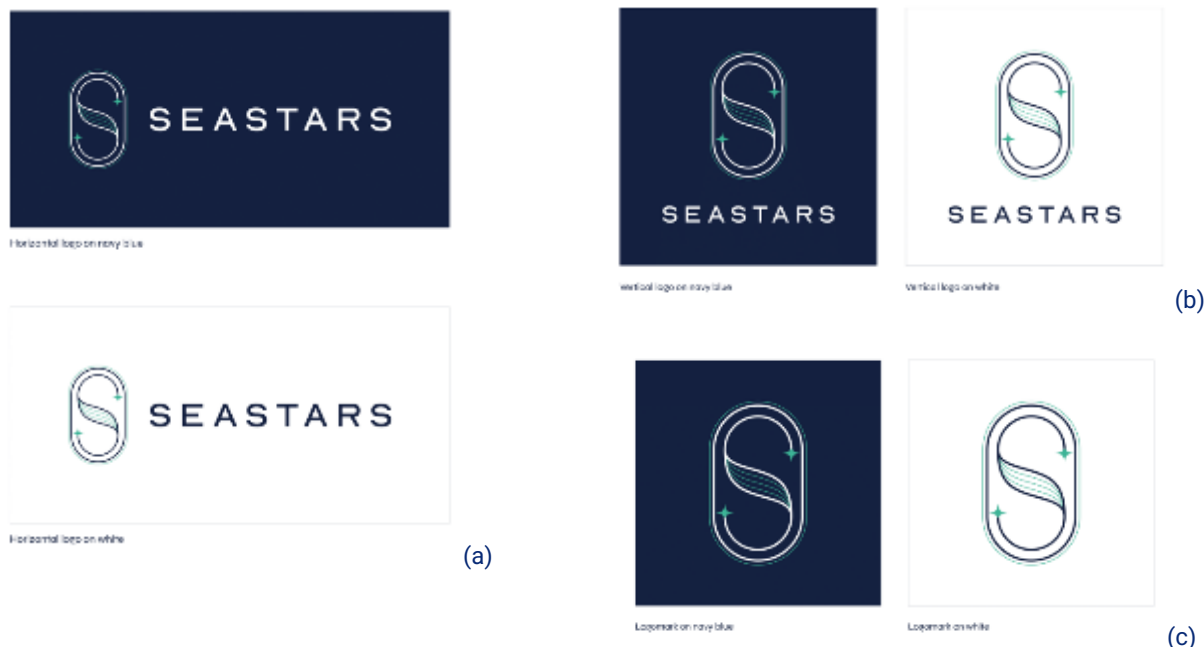


Figure 1: SEASTARS Logo variations (a) Horizontal Log, (b) Vertical Logo, (c) Logomark

3.4.2 EU Co-Branding: Visibility – European flag and funding statement

Unless otherwise agreed with the granting authority, communication activities of the beneficiaries related to the action (including media relations, conferences, workshops, seminars, information material, such as roll-up banners, leaflets, posters, presentations, etc., in electronic form, via traditional or social media, etc.), dissemination activities and any infrastructure, equipment, supplies or major result funded by the grant must acknowledge the EU support and display the European flag (emblem) and co-funding statement (translated into local languages, where appropriate). The EU co-funding logo is available in multiple color pallets (RGB color, monochrome, white and black), each version suitable for different color combinations used in promotional materials (printed or digital versions).





Figure 2: EU Co-Funding logo (a) Horizontal, (b) Vertical

The emblem must remain distinct and separate and cannot be modified by adding other visual marks, brands, or text. Apart from the emblem, no other visual identity or logo may be used to highlight the EU support. When displayed in association with other logos (e.g., of beneficiaries or sponsors), the emblem must be displayed at least as prominently and visibly as the other logos. For the purposes of their obligations under this Article, the beneficiaries may use the emblem without first obtaining approval from the granting authority. This does not, however, give them the right to exclusive use. Moreover, they may not appropriate the emblem or any similar trademark or logo, either by registration or by any other means.

3.4.3 Templates

To facilitate uniformity, several main templates were prepared and shared via the project's internal repository:

- A **Deliverable/Report template** (Microsoft Word format) that partners must use for official documents. This template includes the SEASTARS logo, project details (grant number, consortium info), and a format for headings, tables, figures, and citations. The document you are reading is itself an example of this template in use.
- A **Plain Document template** (Microsoft Word format) that partners can use for multiple purposes to create formal or informal documents, such as letters of support, guidelines and may more. This template includes the SEASTARS logo, project details (grant number, acknowledgment info), and a text format.
- A **Meeting minutes and agenda template** (Microsoft Word format) that partners can use for submitting a meeting agenda and reporting the minutes of the occurred meeting, which contains list of meeting attendees, the agenda, a description of key points discussed and finally of short-term tasks assigned and risks occurred. The agenda is distributed to project partners several days before the meeting and the minutes are available to all consortium partners maximum one week after the meeting occurred. This template includes the SEASTARS logo, project details (grant number, acknowledgment info), indicative tables and figures, plus a text format.
- A **Letter of Support template** (Microsoft Word format) that partners can use to justify or request cooperation agreements with external (outside of the consortium) public and private entities, associations, technology platforms and other EU-funded projects. This template includes the SEASTARS logo, project details (grant number, acknowledgment info), and a text format.
- A **PowerPoint presentation template** for any project-related presentations (internal or external). It contains branded slide primaries, example layouts for charts or images, and guidance on how to acknowledge funding on slides. This template is used when partners present at conferences or meetings about SEASTARS, ensuring a consistent visual message.



All templates and high-resolution logo files are accessible to partners via a shared online workspace (SEASTARS Microsoft SharePoint), making it easy for everyone to comply with branding without extra effort. All templates are presented in Annexes II-VIII below.

3.5 Communication Channels and Tools

SEASTARS will employ a variety of communication channels and tools, combining digital media, print materials, and in-person engagement to reach its diverse audiences. The channels have been selected to complement each other, ensuring both broad outreach and targeted communication. This section describes the main tools and how they will be used.

3.5.1 Project Website

The official **SEASTARS project website** (<https://seastars-project.eu>) is the cornerstone of the project's online presence. Launched in April 2025 (M4), the website provides a central hub of information for all audiences. Key sections of the site include:

- **Home Page:** Introduces the project's vision and highlights key objectives, outcomes and technologies. Furthermore, it features a snapshot of SEASTARS' goals, target stakeholders who will use the project results, showcases the consortium partners logos (redirect them to their individual websites) plus the EU co-funding acknowledgement. Lastly, it prompts the target audiences to receive news and get involved with the project and includes visually engaging elements such as project renderings of innovative vessels.

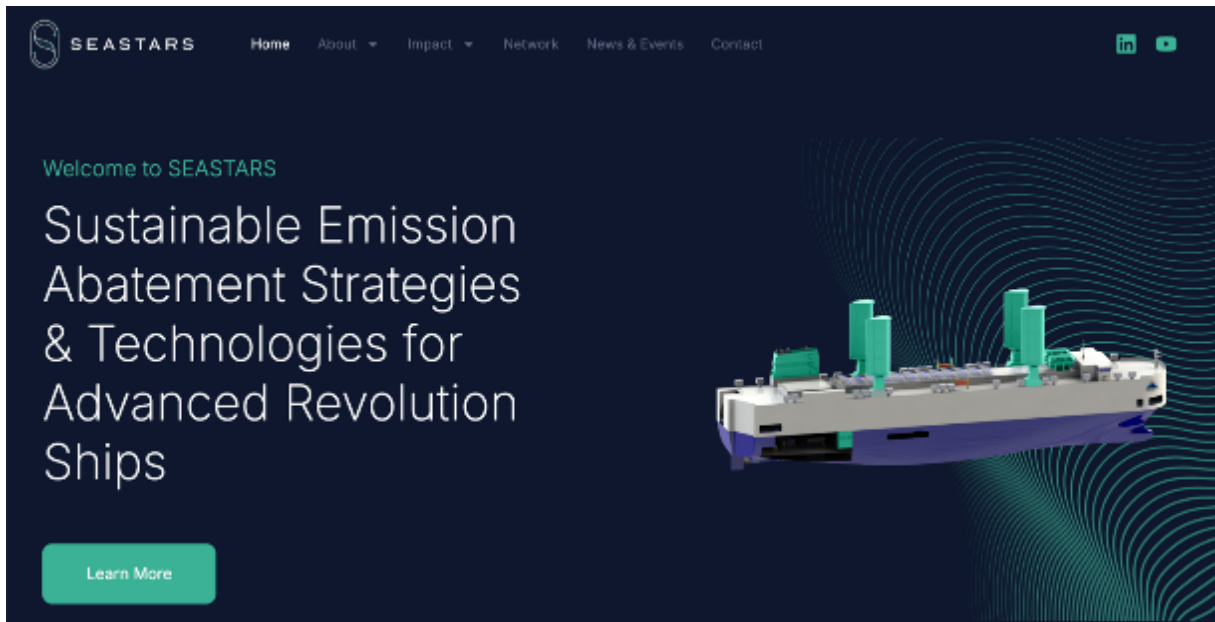


Figure 3: SEASTARS website- Home Page

- **About SEASTARS:** Describes the project background, showcases the consortium members and specific key objectives in detail. This helps new visitors quickly understand what SEASTARS is about, its mission and vision, plus what type of maritime stakeholders are involved.

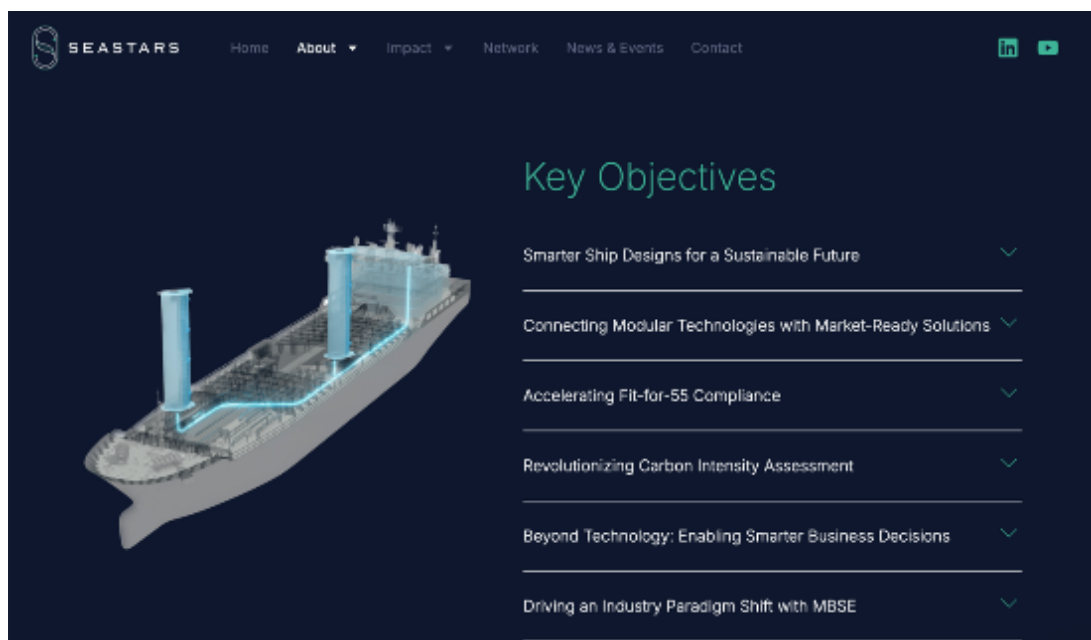


Figure 4: SEASTARS website- About SEASTARS Page

- **Impact:** Showcases the expected impacts and the technological maritime solutions being developed (e.g., sections on Hydrodynamic Enhancements, Power & Propulsion innovations, Alternative Fuels). This section educates stakeholders on how SEASTARS is achieving its sustainability goals with cutting-edge techniques.

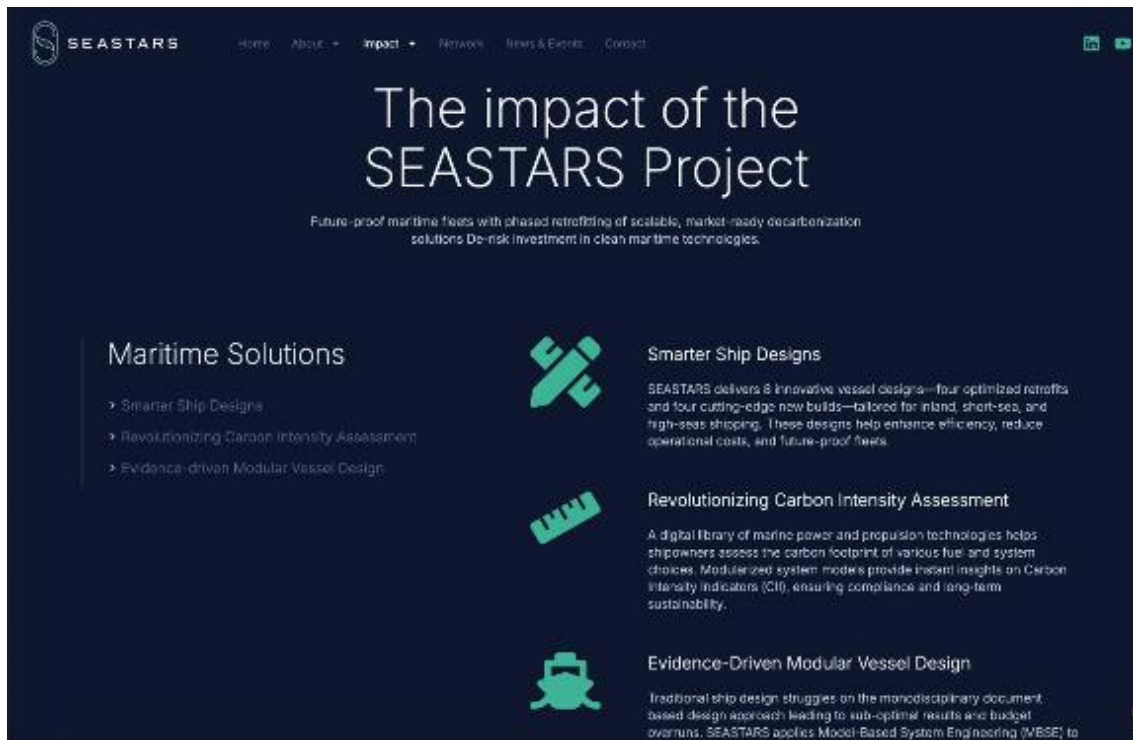


Figure 5: SEASTARS website- Impact Page

- **Network:** This section depicts the broad range of consortium partners (9 countries) and showcases the potential and established synergies with other EU-funded maritime projects. This section will be updated frequently to spotlight the established synergies and cooperations with other maritime networks, associations and technology platforms. At the bottom of this webpage, external stakeholders interested in the SEASTARS project work and outcomes are actively prompted to become involved in the project's interactive workshops, webinars and other collaborative communication actions.

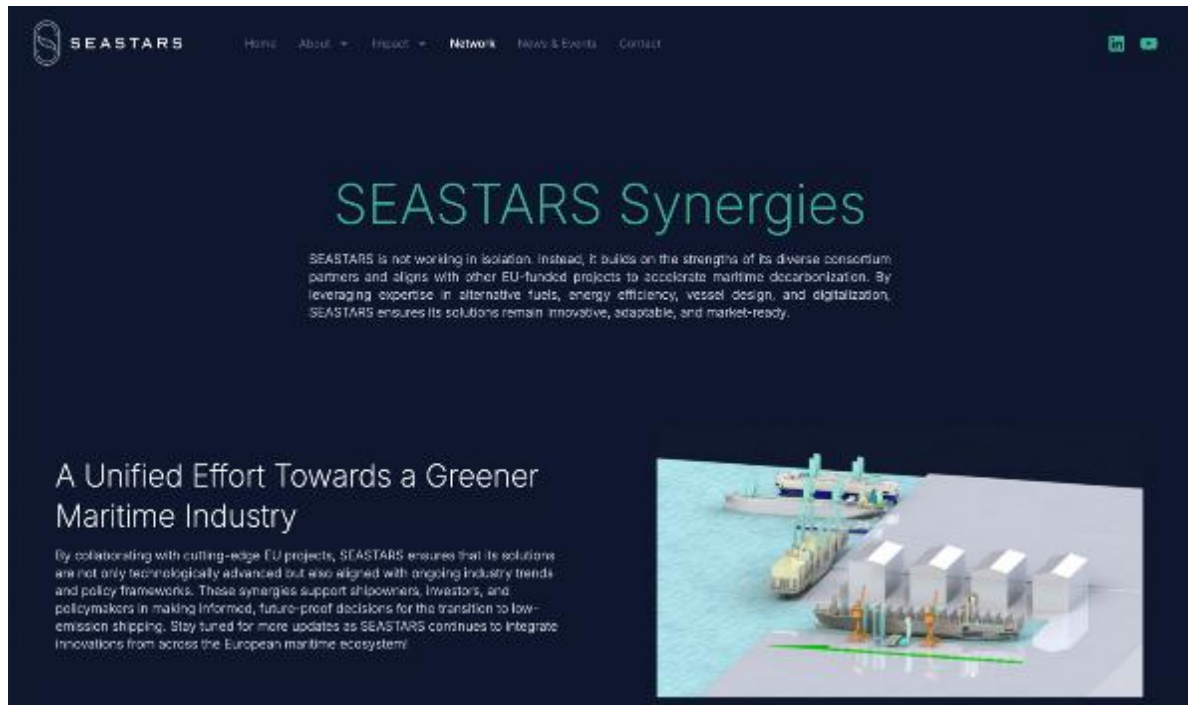


Figure 6: SEASTARS website- Network Page

- **News & Events:** Provides updates on project progress, press releases, newsletters, announcements of upcoming events, and news articles. For example, early news posts cover the project kick-off meeting and SEASTARS' presence at international forums. Additionally, this section will include public deliverables, leaflets, infographics, or scientific papers as well. As the project produces public reports or brochures, they will be made available here for easy access by stakeholders. This section is regularly updated to keep content fresh and encourage repetitive visits.

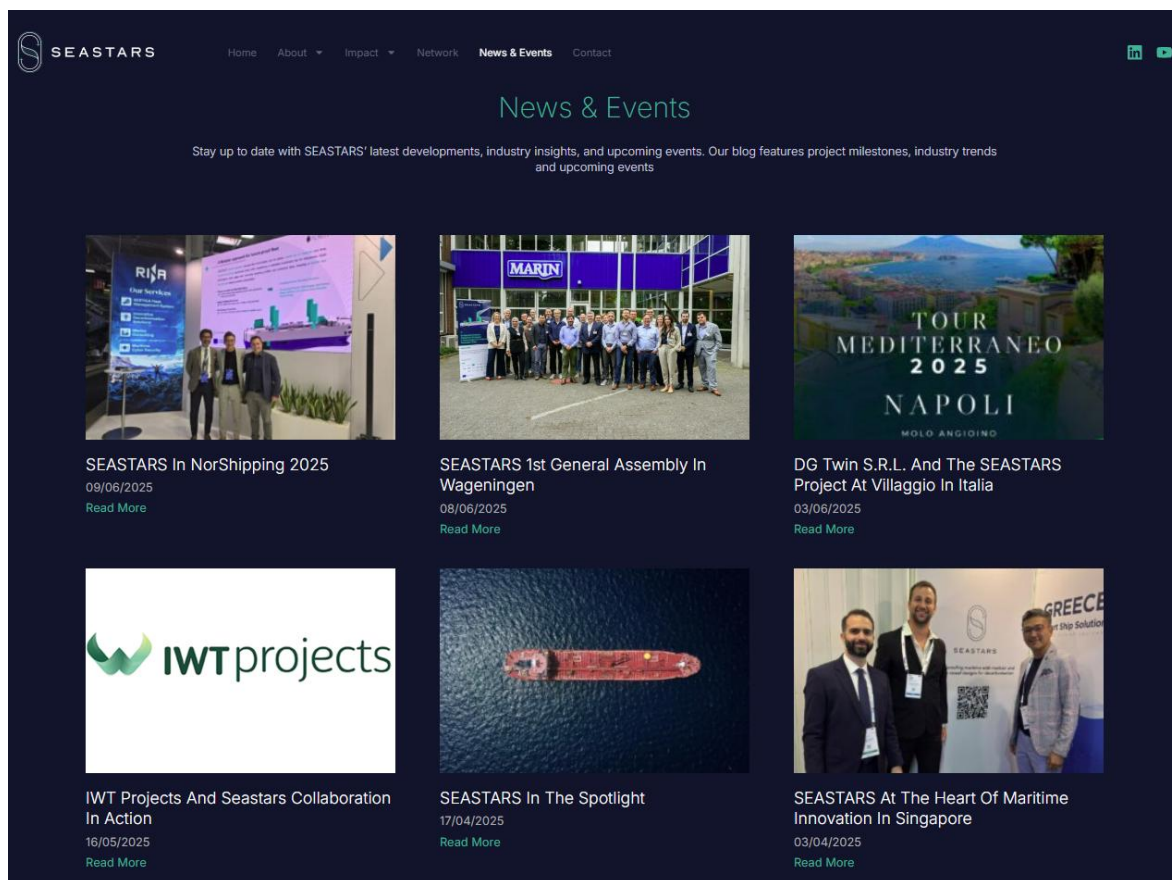


Figure 7: SEASTARS website- News & Events Page

- **Contact:** Offers a contact form or contact info (such as the project email info@seastars-project.eu) and allows visitors to subscribe to the project's newsletter. The newsletter sign-up enables the consortium to build a mailing list for direct updates (see section on Newsletter below) and invite or inform them to future project dissemination and stakeholder engagement activities. Lastly, this section directs to the SEASTARS website Privacy Policy sub-section (Annex VII).

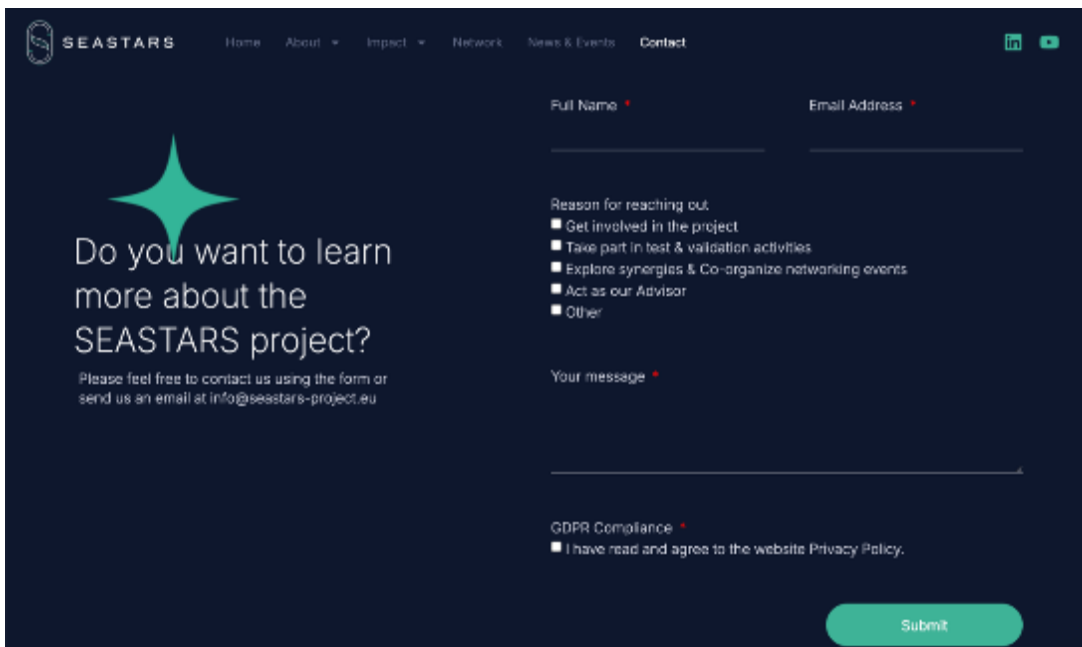


Figure 8: SEASTARS website- Contact Page

The website is designed to be user-friendly, immersive, mobile-responsive, and visually aligned with SEASTARS' branding (using the project logo, color scheme, and imagery consistently). It also fulfills Horizon Europe visibility rules by displaying the EU flag and funding acknowledgment in the footer of each page. Future version of the website will include a separate tab for the SEASTARS deliverables (reports and demonstrations).

Google Analytics (or a similar tool) is used on the site to track engagement metrics such as number of visitors, page views, and downloads – these data will feed into KPIs to evaluate outreach success. Content on the website will be kept up to date by the WP6 team (led by HEMEXPO, in coordination with the project coordinator for technical content verification). A maintenance plan is in place to update the site at least monthly with news or results, and more frequently during major events or breakthroughs. Lastly, a QR code has been created for the website to be included in all print materials and can be easily disseminated via email or informal communication channels (e.g., message chats).

3.5.2 Social Media (LinkedIn and YouTube)

To leverage the power of social networks and multimedia, SEASTARS has established two official social media channels:

- **LinkedIn:** In April 2025 the project launched a [LinkedIn page dedicated to SEASTARS](#), recognizing that LinkedIn is a crucial platform for reaching maritime industry professionals, policymakers, and academics. Through this page (and partners' LinkedIn accounts), SEASTARS will share project updates, press release links, event information and short articles or success stories of relevant maritime decarbonization initiatives. The LinkedIn content strategy emphasizes professional messaging: highlighting consortium expertise, presenting early results,



and tagging relevant consortium partners or external organizations and hashtags (e.g., #SustainableShipping, #Decarbonization) to broaden reach. A specific document on LinkedIn post creation and publication has been created by HEMEXPO in order to assist consortium partners to post relevant content through SEASTARS official LinkedIn account. Each consortium partner has assigned one dissemination & communication (WP6) responsible to assist in these activities and is granted with content admin rights. Additionally, a QR code has been created for the LinkedIn page in order to be included in all print materials and can be easily disseminated via email or informal communication channels (e.g., message chats).

Engagement will be encouraged by posting at least 1-2 times per month, responding to comments, and growing the follower base through partner networks. The consortium has set an ambitious goal to reach around **2,000 followers across all social media platforms** (with LinkedIn as a primary channel) by the end of the project, indicating strong community interest.

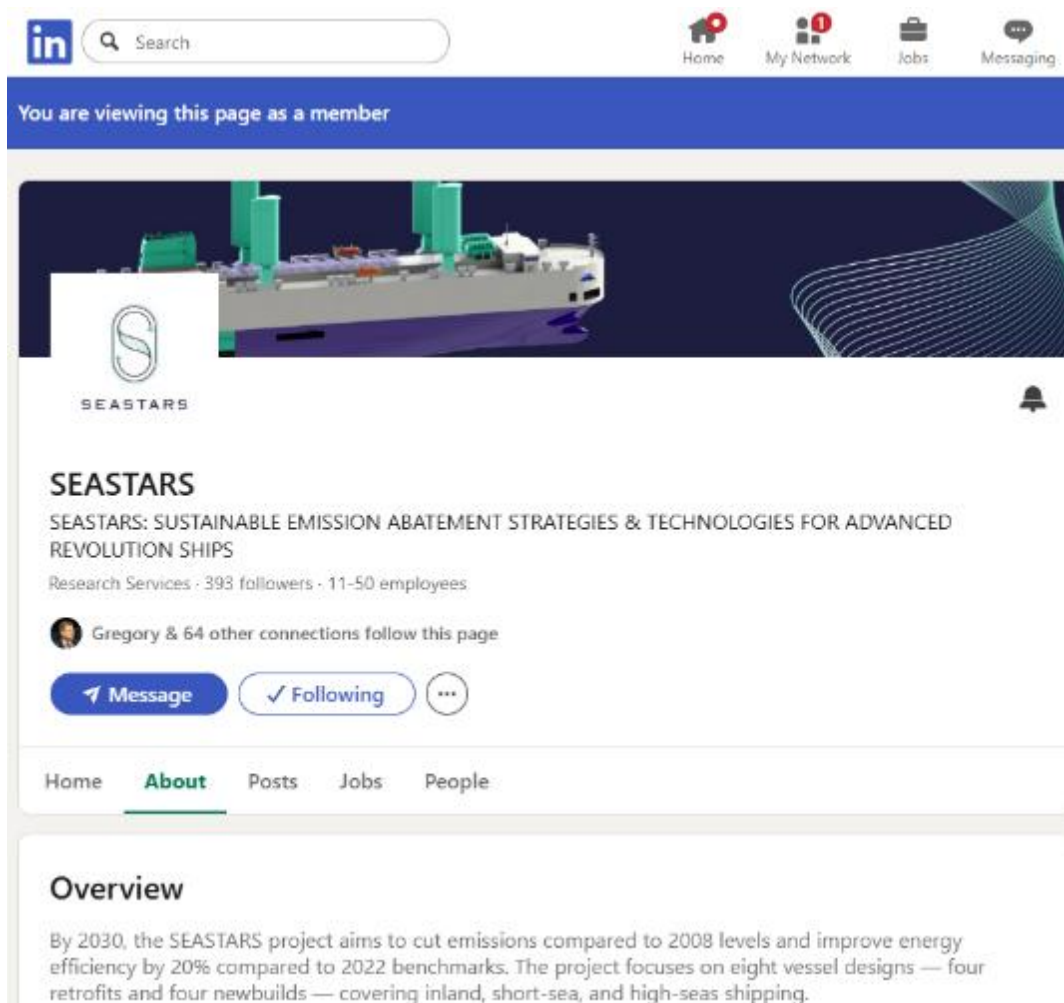


Figure 9: SEASTARS LinkedIn page [screenshot from 18/06/2025]

- **YouTube:** The project has also created a [SEASTARS YouTube channel](#) to host and disseminate multimedia content. Video is a powerful tool to explain complex maritime technologies in an accessible way. Planned video content includes: project introduction videos, interviews with



project experts, animated explainers of how a particular technology (like air lubrication or fuel cells) works on a ship, recordings of webinars or conference presentations, and footage from demonstration activities (e.g., showcasing CAPELLA and MBSE capabilities). The first project overview video is scheduled for release by October 2025, introducing the consortium and goals in a 2-minute clip that can be shared on the website and other social media and exploitation platforms. As the project progresses, short “technology spotlight” videos will be produced for each major innovation. YouTube analytics (views, likes, audience retention) will be monitored as part of KPI tracking, and videos will be cross promoted via the website, LinkedIn, and at events.

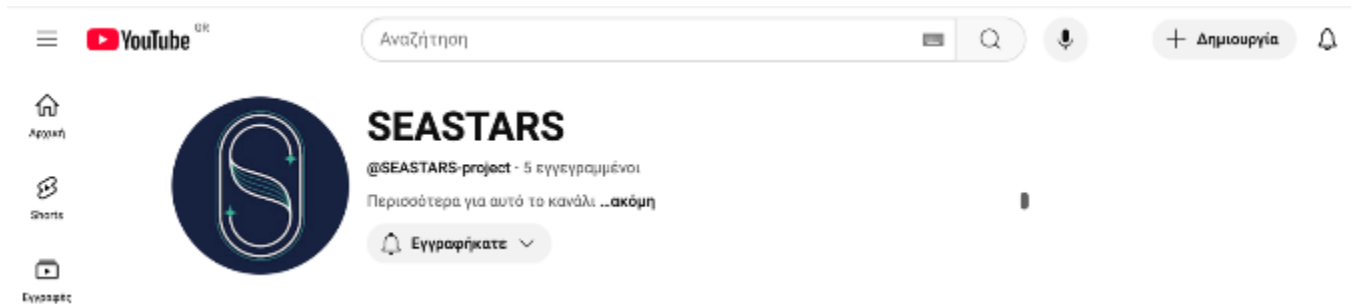


Figure 10: SEASTARS YouTube page [screenshot from 18/06/2025]

Both LinkedIn and YouTube accounts adhere to the project’s visual identity – the LinkedIn page uses the SEASTARS logo and banner, and all videos will carry the project branding and EU funding disclaimer in descriptions. By combining LinkedIn’s networking reach with YouTube’s visual storytelling, SEASTARS ensures a strong online social media presence. Additionally, consortium partners will amplify content by sharing posts via their own corporate or personal accounts, further extending their reach. Other social media (such as Twitter/X) may be considered if specific communities (e.g., broader public or environmental NGOs) need to be engaged, but at this stage LinkedIn is prioritized for professional impact and YouTube for rich content delivery.

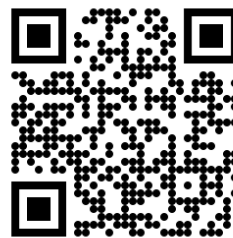


Figure 11: SEASTARS LinkedIn page QR code

3.5.3 Newsletter and Email Updates

SEASTARS will publish a periodic **e-newsletter** (distributed via email and LinkedIn, plus downloadable from the website) to provide curated updates to interested stakeholders. The newsletter is planned to be issued bi-annually (every 6 months) at minimum, with the flexibility to increase frequency to quarterly if



there is sufficient content during intensive phases of the project. A template of the 1st newsletter can be found in Annex VIII.

Key features of the newsletter:

- It will include a project progress summary, short articles on recent achievements (e.g., *“Successful participation SEA Asia 2025 exhibition”* or *“Organization of the General Assembly in Wageningen, Netherlands”*, etc.), partner interviews or profiles, and announcements of upcoming events or publications.
- Each issue will highlight one or two technical innovations in simple terms to educate readers on how SEASTARS technologies contribute to greener shipping.
- The newsletter will also present any recent press coverage or links to the latest content (such as published scientific papers or YouTube videos).
- A section of the newsletter will be dedicated to project key metrics, milestones achieved or “impact in numbers” (for example, *“19 partners from 8 countries, 8 vessel designs, 4 vessel categories, etc.”*) to tangibly show progress.

The mailing list for the newsletter will be built via multiple avenues: sign-ups through the website contacts gathered from events and webinars (with consent), plus the networks of consortium partners (each partner is encouraged to invite their contacts to subscribe). SEASTARS members aim to increase the mailing list significantly over the project’s duration (target figures will be tracked as KPIs).

Management of the mailing list and distribution will comply with GDPR requirements – subscribers will explicitly opt-in, and each mailing will include an unsubscribe option and privacy notice. The email platform used (e.g., MailChimp or a similar service) will provide analytics on open-rates and click-through rates, which help measure how engaging the content is. Those analytics will be reviewed to refine newsletter content (for instance, if technical articles have low engagement, their format or focus may be adjusted).

In addition to the formal newsletter, targeted **email updates** or brief bulletins will be used as needed for specific stakeholder groups. For example, a workshop outcome briefing report might be emailed to certain regulators or an event invitation might be sent directly to maritime associations. These targeted communications will be coordinated so as not to spam stakeholders but to ensure key people get the information most relevant to them in a timely manner.

3.5.4 Press Releases and Media Outreach

Press releases are a vital tool to reach both specialized maritime media and general news outlets. Over the course of the project, SEASTARS will issue press releases to announce major milestones and achievements. Likely topics for press releases include: project launch (already completed in early 2025),



significant mid-project results (e.g., completion of vessel designs, MBSE validation tests or submission of AiP), public events, technical seminars, DTWs and the final results of the project.

Each press release will be crafted to highlight the newsworthy angle of the story and will include quotes from key project representatives (e.g., the Project Coordinator or WP leaders) to add a human touch. For example, the project launch press release emphasized SEASTARS' ambitious emission reduction targets and HEMEXPO's role in leading DTWs. Future releases might include testimonies from a shipowner involved in a pilot, or a statement from a policy advisor on the project's significance.

The dissemination team (led by HEMEXPO) will maintain a media distribution list that covers:

- **Trade Press:** Maritime industry magazines, shipping news websites, and energy/technology outlets (e.g., Safety4Sea, MarineLog, Hellenic Shipping News, etc.). These are key to reaching professionals in the field.
- **Mainstream Media:** News agencies and general media especially in partner countries (for instance, a major newspaper or online news portal in Greece might cover a story given HEMEXPO and other Greek partners' involvement; similarly UK media for Strathclyde, etc.). SEASTARS will target the science or environmental correspondents in these outlets with press releases that have broader societal angles (like climate change mitigation).
- **Digital Media and Blogs:** Relevant online platforms and influential blogs/podcasts that cover green technology or EU research can amplify our news. These will be identified and directly contacted to publish press releases or similar content to these channels.

Consortium partners are encouraged to adapt and translate press releases for their local audiences as needed. For instance, a partner in the Netherlands might issue a Dutch-language release focusing on their role in SEASTARS. To ensure consistent messaging, the WP6 team has provided a press release template and key points to all consortium members, recommending to each partner which quotes can include from their organization or emphasize aspects most interesting to their region. All press releases and media articles will visibly acknowledge the EU funding and partnership. In line with Horizon Europe rules, any public dissemination will include the required acknowledgment of EU support.

Each press release will thus carry **an acknowledgment statement** such as: *"The project has received funding from the European Union's Horizon Innovation Actions programme under grant agreement No 101192901. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or European Climate, Infrastructure and Environment Executive Agency (CINEA). Neither the European Union nor CINEA can be held responsible for them."* This disclaimer (and the EU emblem) will be included in press materials, as required.

Media outreach success will be monitored by tracking press clippings. The consortium will keep a log of where our news is published or cited – whether it's an article in a shipping magazine or a mention in an EU research newsletter. This measures SEASTARS' dissemination reach but simultaneously helps in reporting to the European Commission. Media engagement will also be facilitated by making project



representatives available for interviews if requested, and by possibly holding a media briefing or webinar when the project has its demonstrations ready to showcase.

3.5.5 Video Content

The consortium will produce several video outputs to augment engagement. By Month 10 (October 2025), an introductory promotional video will be created, explaining the project concept, objectives, consortium and expected impact in a dynamic, visual format. This first video will raise awareness among a wide audience by simplifying the problem (maritime emissions) and SEASTARS' solution. Depending on project progress, a second (and possibly third) video focusing on mid-term achievements (e.g., a specific technology demo or the tool in action) may be produced in the second project year. Finally, a concluding video will be made near the end of the project (Month 33) to showcase results, including interviews with key partners discussing the outcomes. These videos will be disseminated via YouTube, social media, the project website, and at events. The plan's targets include producing 2–4 videos and accumulating >50,000 total views across video content.

3.5.6 Scientific publications

To disseminate findings to the academic and professional community, SEASTARS partners will prepare papers for peer-reviewed journals and conferences. These journal publications could focus indicatively on the Capella/ARCADIA MBSE methodology applied in SEASTARS and another on the strategies for retrofitting vs. newbuild design in the project. High-impact open-access journals in maritime engineering, energy systems, or transportation will be targeted to ensure wide accessibility of results. Additionally, technical papers will be presented at relevant international conferences (e.g., conferences on ship design, maritime technology, decarbonization). By sharing validated results (e.g., performance data of designs, assessment of technologies), the project contributes to scientific knowledge and credibility.

3.5.7 Events, Conferences and Webinars

Participating in external events is another cornerstone of SEASTARS' dissemination approach. Consortium partners will actively **participate in maritime industry events, scientific conferences, exhibitions/trade fairs and stakeholder workshops** throughout the project. The project milestone is set to participate in **at least 6 events by September 2027 (M33)**, which the project will meet or exceed. These may include maritime industry exhibitions, green shipping forums, Horizon Europe cluster meetings, and scientific symposia. partners will give talks, display posters or booths, and engage in panel discussions to spread awareness about SEASTARS. Presentation content will cover the project's approach (MBSE, modular design) and interim results (e.g. initial design concepts, simulation results), tailored to each venue's audience. In more detail:



- **Maritime Industry Conferences, Exhibitions and Trade Fairs:** SEASTARS partners plan to attend major forums such as Posidonia, Nor-Shipping, Europort, SMM Hamburg, European Shipping Week, and more relevant major shipping industry events. At these events, partners will present the project in industry talks or panel discussions, distribute leaflets (see Section 3.6 on promotional materials) and network with industry leaders. The project will also explore opportunities for having a booth or exhibit at key events to directly engage attendees with project visuals and possibly virtual demonstrations of technologies.
- **SEASTARS Organized Workshops/Open Days:** The project will organize its own events to draw stakeholders. At least five **Design Thinking Workshops (DTWs)** led by HEMEXPO are planned aiming to bring together shipowners, shipbuilders, and technology developers to discuss requirements and potential solutions on efficiently deploying SEASTARS main outcomes as an innovative product in the shipping industry market. Additionally, **Open Day** events may be held to demonstrate the achievements of the SEASTARS project and showcase MBSE capabilities. Key stakeholders and media partners will be invited to witness the results first-hand. Policy makers may also be invited to these open demonstrations to influence future policy with the project's evidence. These events will have a hybrid format (both live and online attendance through MS Teams webinar tool).
- **Webinars and Online Events:** To complement physical events and reach a wider audience cost-effectively, SEASTARS will host two webinars on specific themes (e.g., "*Applications of MBSE for maritime decarbonization – Lessons from SEASTARS*") aimed at demonstrating the SEASTARS platform and findings in an online format. These virtual webinars allow global participation and can be livestreamed, recorded and shared on YouTube for later viewing. Partners will rotate in hosting and presenting to share expertise. It is anticipated to host online webinars where noteworthy results can be discussed, potentially partnering with networks like Waterborne TP, SEA Europe, IWT Projects or other EU projects to attract attendance.
- **SEASTARS Final Event:** In the final year, the project will organize its own public outreach events to maximize impact. A **final public event** is planned for Month 35, where the consortium will showcase the SEASTARS results to a broad audience. This event could take the form of a demonstration workshop or mini-conference where each of the 8 vessel designs is presented (with digital models, performance outcomes) and the decision-support tool is demonstrated live. Key stakeholders (shipowners, regulators, associations) and media will be invited to attend.

3.5.8 Design Thinking Workshops (DTWs)

Design Thinking is a **user-centered, iterative approach** to innovation and problem-solving that emphasises on **stakeholder co-creation**. Rather than a linear procedure, Design Thinking is typically organized into **phases (e.g. Empathize, Define, Ideate, Prototype, Test)** that teams cycle through repeatedly, refining ideas with each iteration. In summary, Design Thinking workshops provide a structured but flexible forum for exploring problems collaboratively, harnessing diverse expertise to generate and test ideas that truly meet user needs.



The project will organize its own events to draw stakeholders. At least five **Design Thinking Workshops (DTWs)** led by HEMEXPO are planned over the course of the project (scheduled between project Month 10 and Month 33), aiming to bring together shipowners, shipbuilders, and technology developers to discuss requirements and potential solutions on efficiently deploying SEASTARS main outcomes as an innovative product in the shipping industry market. Within SEASTARS, the Design Thinking Workshop format will be leveraged as a key **communication and engagement activity**. In practice, each DTW will serve a dual purpose: **outreach and co-design**. On one hand, the events function as high-impact dissemination sessions where stakeholders learn about the SEASTARS project, exchange ideas, and become ambassadors of its vision. On the other hand, the workshops are a mechanism for gathering structured feedback and insights to **inform the co-design of the SEASTARS decision-support tool**, ensuring the platform is practical, user-friendly, and aligned with industry realities.

These workshops will be **invitation-based, targeting key stakeholder groups** most relevant to each workshop's theme. To maximize attendance and impact, SEASTARS plans to align some workshops with major maritime industry events, if applicable according to the participants and facilitators' availability, organisational costs and suitability with project milestones and major implementation activities. Hosting DTWs alongside such events allows SEASTARS to leverage the presence of a broad cross-section of maritime professionals and decision-makers, ensuring robust engagement and fostering new connections. ***The final schedule and the thematic areas for the DTWs will be concluded by Month 10 and will be in the Interim Dissemination and Communication Plan II (D6.2).***

Finally, the workshops also function as an **important feedback loop** feeding into SEASTARS's technical development and exploitation planning. Real-world input collected during DTW sessions – including user requirements, operational constraints, and business insights – is channelled back to the project's design and strategy teams. This ensures that the SEASTARS decision-support tool and its exploitation roadmap are grounded in actual market needs and user preferences, rather than theoretical assumptions. Ultimately, aligning the platform's features and value proposition with stakeholder expectations enhances its relevance, usability, and long-term impact, increasing the likelihood of successful uptake and commercialization.

It is vital to coordinate all events (internal & external) in order to achieve expanding the SEASTARS collaboration network and dissemination key results in an efficient manner. Therefore, an **event calendar** is maintained as part of WP6 tasks implementation process, listing upcoming opportunities and the partner(s) attending specific events. This list is updated every 2-3 months by HEMEXPO in collaboration with all consortium partners.

SEASTARS aims for broad geographical outreach by leveraging our international consortium: e.g., Mediterranean events by Greek partners, Northern Europe events by Dutch/UK partners, etc. After each event, partners will report dissemination activities (what was presented, approximate audience, any leads or contacts made) into a common tracking system (see Section 3.7 on internal communication). This ensures visibility of our collective efforts and helps measure progress against the KPI of number of events attended.



The COVID-19 outbreak has impacted severely on the organization of large events in the last years. Therefore, potential major external risks like international health outbreak or other potential disruptions have been considered – the plan is flexible to switch to virtual formats if needed so that dissemination continues uninterrupted. By actively engaging in both external and self-organized events, SEASTARS will create a continuous dialogue with the maritime community, from project kickoff (already held in Athens in M1) to the final showcase of results.

3.6 Promotional Print Materials

In addition to digital media, SEASTARS produces high-quality print and display materials for use at events and meetings. Production of these promotional materials early in the project ensures that as soon as partners start attending events (which began in M1 with the kick-off and will continue until M36), they have the tools to effectively communicate about SEASTARS. All materials emphasize brevity and visual appeal – recognizing that at events, we often have only a few moments to catch someone’s interest.

To extend their use, the flyer/brochure and poster are also made available electronically. For instance, an electronic PDF of the brochure can be emailed or shared on social media. The content from these materials is also repurposed for the website and newsletters to maintain consistency in messaging.

3.6.1 Project Brochure/Leaflet

A concise two-page leaflet (A4 size open – A5 size closed) has been designed in April (M4), providing an overview of SEASTARS. It contains a summary of objectives, key innovations and technologies, QR code directing to the project LinkedIn page and website link/contact information. This brochure uses visuals (like icons for each technology, logos of consortium partners, and key numbers of expected impacts) to engage readers. Physical copies will be printed for distribution at conferences, exhibitions, trade fairs and stakeholder meetings. A PDF version is available for download on the SEASTARS website and can be seen in Annex IX.

3.6.2 Poster

A poster (A3 size) has been created to display consortium partners. This will be placed in the project partners’ offices and will be used as a complementary promotional material together with roll-up banners or replacing them whenever it is not feasible to be installed due to space limitations. This poster will be used for conference poster sessions and can be displayed in project offices or at public exhibitions to attract interest. The poster graphically presents the SEASTARS concept in a minimal way. A PDF version is available for download on the SEASTARS website and can be seen in Annex X.

3.6.3 Roll-up Banner

A roll-up standing banner (80 x 220 mm) is produced to support SEASTARS’ presence at physical events. The banner features the project acronym and full title “Sustainable Emission Abatement Strategies & Technologies for Advanced Revolution Ships” with background imagery of a vessel design (provided by AMC) including clean technology design elements. It’s designed to catch attention in exhibition areas.



Partners will use the roll-up when they host workshops or have an exhibition booth in trade fairs. As noted in similar project practices, these banners are essential for branding at multi-project events. A PDF version is available for download on the SEASTARS website and can be seen in Annex XI.

3.6.4 Electronic promotional materials (e-toolkit)

These materials include various digital graphical covers for social media, infographics illustrating key project achievements/impacts, one pager factsheet and many more additional digital promotional materials that may be required during the project duration. HEMEXPO consults project partners to brainstorm and select appropriate “e-toolkit” promotional materials to be created and used during dissemination and communication actions.

3.6.5 Presentation and Infographic Materials

A general **project presentation** (slide deck) is maintained, which any partner can use as a base to present SEASTARS. It covers the need for maritime decarbonization, project approach, partnership, and progress updates. HEMEXPO has created two versions of project presentations, one shorter (max 5-10 minutes presentations) that pitches all key information of SEASTARS and the second (longer version) contains detailed information for the project and describes topics of interest. This deck is updated periodically by WP6 so that there is always an up-to-date resource for exploiting synergies and new opportunities. Additionally, simple infographics or one-pagers (e.g., a fact sheet with project stats and expected outcomes) will be created for quick communication needs, especially for policymakers or non-technical audiences.

Lastly, the visual identity and materials will evolve slightly as needed – for example, if interim results allow for new imagery (such as photos from a pilot installation), these will be incorporated into updated posters or brochures. The Communication Manager (HEMEXPO) oversees any such updates to ensure the integrity of the brand. Maintaining a strong visual identity across all mediums significantly boosts the recognition and professionalism of SEASTARS, making all dissemination efforts more effective.

3.6.6 Additional Promotional Print Materials

HEMEXPO in cooperation with all project partners will decide upon the project implementation and their current financial status (available budget) if any additional promotional print materials would be beneficial to be disseminated into significant external events (in booths or welcome packs), such as exhibitions, trade fairs, DTWs, etc. An indicative list of examples is:

- Branded Notepads & Pens
- Branded folders or bookmarks
- Stickers
- Welcome cotton bags from recyclable materials
- Travel mugs from recyclable materials
- 3D printed model of a vessel design produced by SEASTARS



3.7 Internal Communication and Coordination

Effective dissemination externally requires strong **internal communication** within the SEASTARS consortium. WP6 not only drives outward-facing activities but also coordinates information flow among partners so that everyone remains informed and involved in the communication efforts. The internal communication framework includes:

- **WP6 Leadership and Roles:** HEMEXPO, as WP6 leader and SEASTARS Communication Responsible, coordinates all dissemination activities. Each partner has designated a dissemination contact person who liaises with HEMEXPO. These contacts form the “communication team” that meets (virtually) on a monthly regular basis to plan upcoming activities, review progress, and share content. Roles are defined for specific tasks; for example, one partner might lead social media posting for a quarter, another might take charge of gathering content for the newsletter, etc., under HEMEXPO’s guidance.
- **Communication Platform:** An internal collaboration platform (Microsoft Teams and a SharePoint repository) is in place for SEASTARS. Within this platform, a dedicated Communication & Dissemination folder stores resources like the visual identity guide, templates, draft content, and an events calendar. The platform also hosts a discussion channel for partners to propose news items or request support (e.g., if a partner is attending an event and needs a tailored poster or slides, they can coordinate it there).
- **Regular Updates and Reporting:** In each general consortium meeting (which occur quarterly), WP6 has a slot on the agenda to update all partners on communication achievements (e.g. “We reached X website visits, attended Y events, published article in Z magazine”) and upcoming plans. Conversely, partners are expected to report any newsworthy developments from their technical work to WP6, so that dissemination opportunities are not missed. This two-way information flow ensures technical work and communication are synchronized.
- **Quality Control Process:** Prior to public release, major communication outputs (press releases, public reports, etc.) are internally reviewed. For instance, a draft press release will be shared with all partners (at least the Steering Committee) for a quick review to ensure technical accuracy and that no confidential info is accidentally released. This review process is built into the timeline for each communication action.
- **Partners’ Communication Channels:** Each partner is leveraging its own communication channels to support SEASTARS dissemination. Internally, WP6 provides partners with content they can use – such as a brief description of the project for their corporate websites and suggested social media posts. Following, partners integrate SEASTARS news into their existing outlets (corporate newsletters, internal magazines, etc.). To coordinate this, during SEASTARS a log of partner communications will be kept.

A specific tool to support internal coordination is the **WP6 Dissemination Activity Dashboard** (an online Excel spreadsheet). This dashboard allows all partners to input the dissemination and communication



activities they carry out. Columns include date, partner name, type of activity (e.g. “Presentation at XYZ Conference” or “Article in company newsletter” or “Post on LinkedIn”), audience reached (if known), and relevant KPIs (like number of people at event, or impressions online). By continuously updating this on a monthly basis, SEASTARS consortium creates a living record of performed actions to promote the project. The Communication Manager (HEMEXPO) monitors this dashboard regularly, which helps:

- Prevent duplication of efforts and identify gaps (e.g., if we notice few activities targeting policymakers, we can adjust).
- Provide evidence for periodic reports to the EU.
- Refresh KPI progress in real-time, to remain on track or need to intensify certain actions.

In summary, the internal communication mechanisms ensure that all partners contribute to and are aware of the dissemination strategy. This collective ownership is vital – every partner acts as an ambassador of SEASTARS. By equipping partners with the right information and tools internally, the project as a whole can present a united and effective front externally. Moreover, good internal communication means that successes in dissemination can be quickly celebrated and any challenges (like a planned event cancellation or a delayed publication) can be mitigated together.

3.8 Timeline of Activities and Milestones

The dissemination and communication activities are scheduled in alignment with project phases and key deliverables. Below is an overview timeline highlighting major activities and milestones:

- **Project Kick-off (Month 1):** The project began with a kick-off meeting (Milestone 1). A press release and website news article were issued to announce the project’s start, its objectives, and the consortium members to the public. This early communication sets the stage for stakeholder awareness from the outset.
- **Branding and Platforms Setup (Months 1–4):** By the end of the first quarter, foundational communication tools are established. The project logo and branding (Month 2–3) and the launch of the public website (Month 4) are key early milestones. Social media channels are also live from Month 3, ensuring continuous online presence. These milestones will be internally monitored and reported in D6.1, D6.2 and D6.3.
- **Initial Dissemination Outputs (Month 3–6):** Early promotional materials (leaflet, poster, roll-up banner) are ready by Month 3, in time for the first relevant external events of the year. The first project e-newsletter has been released due to Month 6, coinciding with the delivery of this Communication Plan (D6.1).
- **Interim Results & Mid-Project Update (Month ~12–18):** As technical Work Packages progress (e.g., initial design concepts from WP5, digital tool components from WP3), the project will present these interim results at conferences or webinars. Notably, Deliverable D6.2 (Communication & Dissemination Plan II) is due in Month 18, which will update this plan with any



new opportunities identified. A press release, or public webinar will be held along with 2 DTWs around the mid-point of the project to share progress (for instance, highlighting any prototype tool demos or mid-term validation outcomes) and gather valuable input from external key maritime stakeholders.

- **Key Technical Milestones (Month 24–30):** The second half of the project yields several major technical outputs which are also dissemination opportunities. By Month 26, a *digital twin of a single vessel design* will be completed (Milestone 9)– this could be showcased in a technical webinar or live demo to stakeholders. Around Month 30, two significant milestones are expected: (a) **Open-source module available to the public** (Milestone 6) – the project’s decision-support tool or a component of it will be published online, accompanied by tutorials (and widely announced via website and social media); and (b) **Approval in Principle (AiP) obtained for the 8 designs** (Milestone 12) – this achievement will be highlighted through press releases, as it provides a strong validation by classification societies of the project’s design solutions. These events will be used to attract media and industry attention, demonstrating that SEASTARS is delivering concrete, credible results. Additionally, minimum 2-3 DTWs will be organized to co-design and plan commercialization and business-oriented strategies or create “ideal” low fidelity prototypes to assist SEASTARS partners involved in the technical development; together with key maritime stakeholders to maximise the exploitation and market penetration of the produced innovative vessel designs.
- **Final Year Demonstrations (Month 31–36):** In the final project stretch, focus turns to integrating results and demonstrating the full impact. By Month 33, all eight ship designs (4 retrofit, 4 newbuild) are expected to be **validated by shipowners** (Milestone 7), meaning the end-users have reviewed and endorsed the designs. This will be communicated through DTWs, case studies or interviews (showcasing shipowner perspectives on the SEASTARS approach). The consortium will also ensure it has met the target of attending at least 10 external events by this time – any remaining major conferences will be used to present final technical papers. Month 35 will feature the **Final Public Event; organized by HEMEXPO**, where the integrated results (the optimized designs, the roadmap for phased retrofits, and the decision tool) are presented to a broad audience. Invitations will be sent in advance and the event will likely generate summary materials (e.g., a final brochure) to disseminate conclusions. By Month 36, along with final technical deliverables, the project will release its final promotional video and a concluding press release summarizing the overall impact (e.g., confirming the achievement of >30% emissions reduction potential). The project closure (Milestone 13: project delivered on time and on budget) will be celebrated with wide dissemination of all public results on the website and through partner channels.

Throughout the timeline, continuous activities like social media updates and stakeholder engagement run in parallel. The plan is dynamic and will be adjusted as fit. The upcoming D6.2 and D6.3 updates to the plan will refine the timeline and report on the performed activities and those which will occur at a later stage.



3.9 Monitoring and Evaluation of Communication Activities (KPIs)

To gauge the success of the Communication & Dissemination Plan, SEASTARS has defined a set of Key Performance Indicators (KPIs) and monitoring processes. These KPIs are aligned with the project's Grant Agreement and serve as quantifiable targets or checkpoints for outreach performance. They will be used to track progress throughout the project and to adjust tactics if needed. Below is an overview of the main KPIs and how they will be measured (with initial target values to be finalized by the consortium).

- **Project Website Metrics:** Measure website traffic and engagement.

A list of indicative KPIs contain: Cumulative number of unique visitors, page views per month, average time spent on site, and number of resources downloaded. For example, achieve at least 5,000 total website visitors by the end of the first project year, growing to over 15,000 by project end. These metrics will be obtained via Google Analytics. A spike in visits is expected around major news (e.g., after press releases or events) – which will be a sign of successful publicity.

- **Social Media Reach:** Track following and engagement on LinkedIn and YouTube.

A list of indicative KPIs contain: Number of LinkedIn followers on the project page; engagement metrics such as likes, shares, and comments per post; number of video views and channel subscribers on YouTube. It is expected to reach ~2,000 combined followers across platforms (primarily LinkedIn) and at least an average of 100 views per project video within 3 months of posting, plus aiming for a baseline engagement rate (e.g. at least 5% of followers interacting with each post through likes or comments). These numbers will be monitored directly on each platform's analytics.

- **Newsletter Subscription and Readership:** A list of indicative KPIs contains the size of the mailing list (number of subscribers) and the open rate/click-through rate of each newsletter issue. Aim for an email open rate above 20% which would indicate content relevance (benchmarked against industry averages). Each newsletter's performance stats will be reviewed to improve subsequent issues.
- **Events and Audience Reached:** Includes the number of external events attended by consortium members where SEASTARS is presented; number of workshops or open days organized by the project; and an approximate amount of audience reached through these events. Attend/present at least 2 scientific conferences and 10 industry events over the project duration, plus organize 2–3 major SEASTARS events (e.g., design workshops, final demo day). The aggregate audience (people in attendance at talks, etc.). Data comes from partner reports and event records.
- **Publications and Press Coverage:** Number of scientific publications authored by the project (and whether open access); number of press releases issued; number of media articles or press mentions obtained. Publish at least 2 peer-reviewed papers describing technical MBSE and modelling approaches during the project. Issue 5 press releases (launch, mid-term updates, final results, etc.). Achieve media coverage in at least 10 different outlets (including trade press and



general media). Copies or links of each publication and press mention as evidence will be collected.

- **Stakeholder Engagement Indicators:** Qualitative but important measures such as the number of stakeholder organizations actively engaged (e.g., signed up for our newsletter or participated in events), and feedback gathered. Also, any direct feedback (through surveys at events or email responses) will be recorded, aiming for positive satisfaction scores or useful suggestions to act upon.

A summary table of these KPIs (with baseline values and targets for mid-term and final) is prepared in Annex XII (to be updated as needed). The WP6 leader (HEMEXPO) will compile KPI status updates every 6 months to include in management reports. This will highlight where the project stands against targets – for instance, if social media followers are below expectations, the consortium can decide to ramp up postings or promotional campaigns. In addition to quantitative KPIs, evaluation includes *qualitative assessments*.

Finally, the dynamic nature of this Communication & Dissemination Plan means KPIs can be adjusted (Project Officer approval required) to be more realistic or ambitious depending on early trends. By carefully monitoring and evaluating our dissemination activities, SEASTARS can ensure that it not only meets its contractual obligations for communication but truly maximizes the impact and visibility of its work.



4 Conclusions

This Communication & Dissemination Plan has detailed the strategic approach by which SEASTARS will share its mission, progress, and outcomes with the world. In summary, this living document establishes a comprehensive preliminary strategy to ensure that SEASTARS' innovative solutions for sustainable shipping reach and resonate with all key stakeholders – from industry decision-makers and technology makers to policy shapers and the general public.

SEASTARS has set clear dissemination objectives tied to its project goals. Additionally, consortium members have identified target audiences and customized thematic messages for each group, acknowledging that effective communication is not one-size-fits-all. A diverse mix of channels – including a dynamic modern website, professional social media presence, informative e-newsletters, press releases, media outreach, and participation in events – will be employed to amplify SEASTARS visibility and network. Strong emphasis has been given to the creation of a strong visual identity and high-quality promotional materials (brochures, posters, roll-up banners, etc.) to reinforce brand recognition. Internal mechanisms are in place to coordinate these efforts and engage every consortium partner in the communication process. Finally, a set of KPIs will guide and gauge our progress, allowing for agile adjustments to the strategy.

Dissemination and communication are pivotal to SEASTARS achieving its broader objectives. By effectively broadcasting the project's findings and demonstrating real-world case studies, the project's impact is amplified beyond the immediate consortium. Engaged stakeholders are more likely to adopt SEASTARS technologies or support their further development, thereby contributing to the project's goal of catalyzing a revolution in maritime emissions abatement. Additionally, by influencing policy and industry practices through our outreach, SEASTARS supports systemic changes aligned with EU climate targets (e.g., Fit for 55). In essence, communication activities are a vehicle for turning the project's technical outputs into tangible uptake and societal benefit, which is at the heart of Horizon Europe's expectations for innovative actions.

While formulating this plan, consortium members acknowledge potential challenges – such as engaging a traditionally stubborn industry in discussions of modern technology, breaking through information overload in digital channels, or coordinating across a large international consortium. Anticipating these, SEASTARS incorporated lessons from partners' prior experiences: for example, the importance of storytelling to make technical content interesting, or the value of personal networks in gaining trust with industry stakeholders. Additionally, the project remains attentive to external factors (like travel restrictions or shifts in policy focus) that could affect our dissemination tactics, and alternative methods (like virtual events) have been planned, if needed to mitigate such challenges. A lesson learned early on is that starting communication activities from day one (even before major results are available) – such as announcing the project launch – has built initial momentum and awareness to strengthen its position.

Going forward, it is recommended that the consortium maintains a proactive and adaptive mindset. As the project transitions from planning to execution, technical work will intensify – it will be crucial to continue feeding the dissemination pipeline with content (e.g., share intermediate successes or interesting insights, not just final results). Each partner should look for storytelling opportunities in their work (e.g., a short user journey of a marine engineer performing analysis on SEASTARS PCTC retrofit vessel design) to keep our content engaging. It's also advised to strengthen synergies with other Horizon Europe projects and maritime initiatives – joint workshops or cross-promotion can expand reach with



minimal additional cost. The next immediate step is to execute the actions scheduled for the upcoming months: publishing the first newsletter, releasing the project intro video, and preparing SEASTARS representation at the upcoming industry conference in the autumn. These actions will set the tone for consistent engagement.

In conclusion, the SEASTARS Communication & Dissemination Plan provides a well-structured and robust strategy that fulfills the project's obligations to the European Commission but more importantly, builds the bridge between SEASTARS' innovations and the maritime community that can benefit from them. By delivering clear messages through the right channels and continuously evaluating our approach, SEASTARS will ensure its legacy extends beyond the project's duration – inspiring change in the maritime sector towards a sustainable, low-emission future. This living document will continue to guide us and will be updated as needed to reflect new insights. Through diligent implementation of this plan, the consortium is confident that SEASTARS will achieve high visibility and lasting impact, turning its technical achievements into real-world advancements for greener shipping.

5 Annexes

5.1 Annex I – SEASTARS Logo Branding Guidelines



SEASTARS

Brand Guidelines

2025



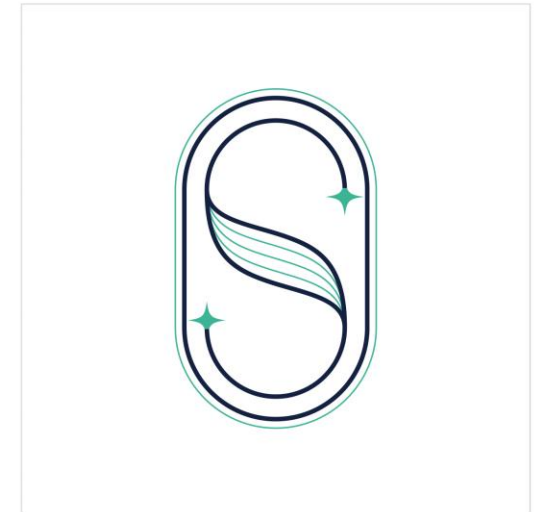
01. Logo

01. LOGO

Logomark



Logomark on navy blue



Logomark on white

01. LOGO

Vertical Logo



Vertical logo on navy blue



Vertical logo on white



01. LOGO

Horizontal Logo



Horizontal logo on navy blue



Horizontal logo on white



02. Colors

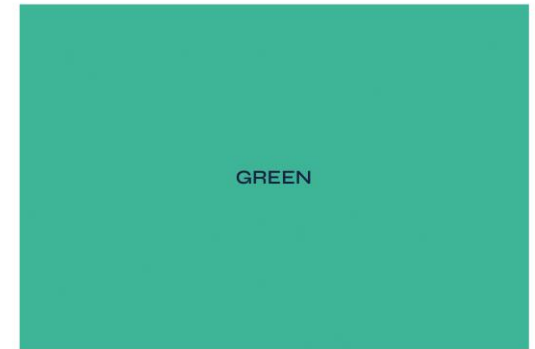
02. COLORS

Main Colors



NAVY BLUE

#162240
R:22 / G: 34 / B: 64
C:90 / M: 70 / Y: 20 / K: 70
PANTONE: 289C



GREEN

#3FB498
R:63 / G: 180 / B: 152
C:70 / M: 0 / Y: 50 / K: 0
PANTONE: 7465C



SEASTARS



5.2 Annex II – Deliverable template



Associated with document Ref.
Ares(2024)8827656 - 10/12/2024



SEASTARS

DATE: May 30, 2025

SUSTAINABLE EMISSION ABATEMENT STRATEGIES & TECHNOLOGIES
FOR ADVANCED REVOLUTION SHIPS

Dx.x

Deliverable Title



Co-funded by
the European Union

Project: 101192901 — SEASTARS — HORIZON-CL5-2024-D5-01

"Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or European Climate, Infrastructure and Environment Executive Agency (CINEA). Neither the European Union nor CINEA can be held responsible for them."



Project Acronym	SEASTARS
Project Name	SUSTAINABLE EMISSION ABATEMENT STRATEGIES & TECHNOLOGIES FOR ADVANCED REVOLUTION SHIPS
Project Number	101192901
Type of Action	HORIZON-CL5-2024-D5-01
Project Coordinator	University of Strathclyde (UoS)
Project Duration	January 2025 - December 2027 (36 Months)
Website	[TBD]
Deliverable No.	Dx.x [Name]
Deliverable Title	[TBD]
Work Package	WPx [Name]
Deliverable Leader	[Partner acronym]
Author(s)	[Name], [Name], [Name]
Reviewed by	[Partner acronym]
Due Date	[DD/MM/YY]
Submission Date	[DD/MM/YY]
File Name	[Submitted document name]
Version	0.x for draft version 0.6 for final version 1.0 for revised version (if requested)
Status	[Draft/Final]
Dissemination Level	PU/SEN/Classified

REVISION HISTORY

Date	Version	Description	Edited by
[DD/MM/YY]	0.1	Table of Contents circulated and input required	[Name]
	0.2	First draft	
	0.3	Comments & Feedback on First Draft	
	0.4	Version for WPx Review	
	0.5	Version for Peer review	
	0.6	Final version submitted to coordinator for submission to ECAS	
	1.0	Quality review and submission	

DISCLAIMER:

The project has received funding from the European Union's Horizon Innovation Actions programme under grant agreement No 101192901. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or European Climate, Infrastructure and Environment Executive Agency (CINEA). Neither the European Union nor CINEA can be held responsible for them.



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Abbreviations and Terminology

Partners - Abbreviations	
AMC	ALFA MARIN TECHNIKH SYMVOULEYTIKH MELETON KAI ERGON EPE
ATHINA	ATHINA KENTRO NAFTIKIS KATARTISIS KAI EXELIXIS ANONYMI ETAIREIA
AURELIA	AURELIA DESIGN B.V.
Bound4Blue	BOUND 4 BLUE SL
COMPOSITE RECYCLING	COMPOSITE RECYCLING SA
DG TWIN	DG TWIN SRL
Erma First	ERMA FIRST ESK ENGINEERING SOLUTIONS SA
HEMEXPO	ELLINES KATASKEVASTES NAFTILIAKOU EXOPLISMOU ASTIKI MI KERGOSKOPIKI ETAIREIA (HEMEXPO)
	QUADRISE INTERNATIONAL LIMITED
MARIN	STICHTING MARITIEM RESEARCH INSTITUUT NEDERLAND
MERCURIUS	MERCURIUS SHIPBUILDING BV
METACON	METACON MONOPROSOPI ANONYMI ETAIREIA
MINERVA	MINERVA MARINE INC. TRUST COMPANY COMPLEX,
NEPTUNE LINES	NEPTUNE LINES SHIPPING AND MANAGING ENTERPRISES S.A.
RINA	RINA HELLAS ETAIRIA PERIORISMENIS EVTHINIS NIOGNOMONAS
UoB	THE UNIVERSITY OF BIRMINGHAM



UOS	UNIVERSITY OF STRATHCLYDE
VERTORO	VERTORO BV
Voyex	Voyex B.V.

Abbreviations	

Terminology	



Executive Summary

The **Executive Summary** should provide a concise yet comprehensive overview of the document's key points. It should include:

1. **Project Context & Objectives** – A brief introduction to the project, its main goals, and how the deliverable fits into the broader framework.
2. **Scope & Purpose of the Deliverable** – A summary of the specific objectives of the document and its relevance to the project's implementation.
3. **Target Audience** – Who the deliverable is intended for (e.g., project partners, stakeholders, policymakers, researchers).
4. **Key Findings & Outcomes** – The main results, conclusions, or achievements presented in the deliverable.
5. **Impact & Next Steps** – How the findings or outcomes contribute to the project's progress and any planned follow-up actions.

It should be clear, structured, and easy to understand, allowing readers to grasp the essential insights without needing to read the entire document.



1 Introduction

The Introduction section should provide a structured and informative entry point for the reader. It should include:

1. **Objectives of the Deliverable** – A clear explanation of what the document aims to achieve and its role within the overall project.
2. **Scope & Structure** – A description of the topics covered in the deliverable and how the document is organized. Here we should describe the document structure and chapters.
3. **Methodology** – A short description of the methods, tools, or approaches used.
4. **Related Work & References** – If applicable, a mention of previous deliverables, existing literature, or prior research that informs this document.

This section should set the stage for the rest of the deliverable, ensuring clarity and coherence for readers unfamiliar with the project.



2 Heading 1

2.1 Heading 2

2.1.1 Heading 3

Normal text should look like this. Normal text should look like this. Normal text should look like this. Normal text should look like this. Normal text should look like this. Normal text should look like this.

Normal text should look like this. Normal text should look like this. Normal text should look like this. Normal text should look like this.

"Vignettes for highlighting points should look like this."

Bulleted lists	Numbered Lists
• Bullet points should look like this • Bullet points should look like this • Bullet points should look like this • Bullet points should look like this	1. Numbered lists should look like this 2. Numbered lists should look like this 3. Numbered lists should look like this 4. Numbered lists should look like this

Table 1: Table caption format

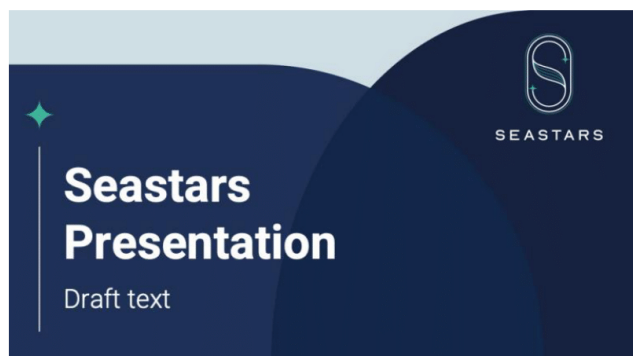


Figure 1: Figure caption format



3 Conclusions

The Conclusions section should provide a concise summary of the key insights and final takeaways. It should include:

1. **Summary of Key Findings** – A brief recap of the main outcomes and results presented in the deliverable.
2. **Relevance to Project Objectives** – How the findings contribute to the overall goals of the project and its expected impact.
3. **Lessons Learned & Challenges** – Any significant challenges encountered and insights gained during the process.
4. **Recommendations** – Suggestions for future actions, improvements, or policy implications, if relevant.
5. **Next Steps** – Indication of any follow-up activities, further research, or subsequent deliverables within the project timeline.

The conclusions should be clear, well-structured, and provide closure while reinforcing the deliverable's significance.



4 References

There are no sources in the current document.

All references used should be added here. The references should be imported (ideally) using the **Citations & Bibliography function** included in the MS Word. Otherwise, the references should follow the APA format style.



5 Annexes

5.1 Annex I – SEASTARS Internal Reports Codification (Document ID)

All partners should use the following format when

- First letters: Abbreviated name of the Partner
- Dash
- Next digits: Number of relevant Task (T) or Deliverable (D)
- Dash
- Next digit: Version number of this report

i.e.: HEM_D6.1_v2.DOC : second revision of report in Task 6.1 of HEMEXPO



5.3 Annex III – Plain Document template



 SEASTARS

Your text goes here...

**Co-funded by
the European Union**

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1



5.4 Annex IV – Meeting minutes and agenda template

5.4.1 Meeting Agenda Template

WPx Monthly Meeting

Meeting Agenda

MEETING DETAILS

Work Package **WPx** Monthly Meeting Agenda – **[MONTH YEAR]**

Date: [Insert Date]

Time: [Insert Time]

Location: [Insert Location / Online Meeting Link]

Facilitator: [Work Package Leader / Coordinator]

AGENDA ITEMS

- 1. Work Package Progress Updates:**
 - a. Overview of activities completed since the last meeting
 - b. Status of deliverables and milestones
 - c. Presentation of any preliminary results, findings, or outputs
 - d. Challenges encountered and solutions implemented
- 2. Task Tx.x Progress update:**
 - a. Input from task leaders or responsible partners
 - b. Alignment with the overall project timeline and objectives
 - c. Identification of potential risks and mitigation measures
- 3. Upcoming deadlines (for deliverables, reports or tasks)**
- 4. Next Steps and Action Items:**
 - a. Summary of agreed action points
 - b. Assignment of responsibilities and deadlines
 - c. Scheduling the next monthly meeting
- 5. AOB**
- 6. Schedule Next Meeting**



5.4.2 Meeting Minutes Template

Project Management Committee Monthly Meetings [date] Meeting Agenda

In attendance

[name]	[name]
[name]	[name]
[name]	[name]
[name]	[name]
[name]	[name]
[name]	[name]

Apologies

[name]	[name]
[name]	[name]
[name]	[name]

AGENDA ITEMS

- 1 General Coordination
- 2 WP follow up
- 3 AOB
- 4 Next Meeting
- 5 Risk Register



General Coordination items

General Coordination	Decision for Action	Deadline
		DD/MM/YY

WP follow ups

* Not started, WIP, Blocked, Done

Task	Name	Status*	Notes
T1.1	[Task title]		

AOB

Next meeting



RISK REGISTER



5.5 Annex V – Letter of Support Template

[To be printed on company letterhead]

[Date]

Re: Letter of Support for the SEASTARS Project (HORIZON-CL5-2023-D5-01)

[COMPANY NAME] has been informed of the objectives of the SEASTARS project, coordinated by the University of Strathclyde and funded under Horizon Europe. The project aims to accelerate the decarbonisation of maritime transport by delivering scalable, validated, and modular retrofit and newbuild solutions that reduce greenhouse gas emissions and improve energy efficiency.

We hereby confirm our support for the SEASTARS initiative and express our interest in contributing to its success. [COMPANY NAME] is [briefly explain how the project aligns with your organisation's mission/vision]. We believe that the work carried out in SEASTARS is highly relevant to the maritime sector's transition to sustainability and complements our ongoing efforts in [insert area, e.g. low-carbon technologies, ship design, innovation, etc.].

[COMPANY NAME] is prepared to support the project through [select or adapt: participation in its Advisory Board / providing technical feedback / sharing relevant expertise or data / contributing to dissemination or stakeholder engagement], on a voluntary and non-binding basis. We understand that this support does not create any financial obligation or legal liability toward the SEASTARS consortium or its coordinators. We also acknowledge that our system/technology may be used by the SEASTARS consortium for the purposes of the project, without any financial obligation from their side.

In summary, we find the SEASTARS project timely and essential for the maritime industry's future. We are pleased to offer our full support.

Yours faithfully,

[Signature]

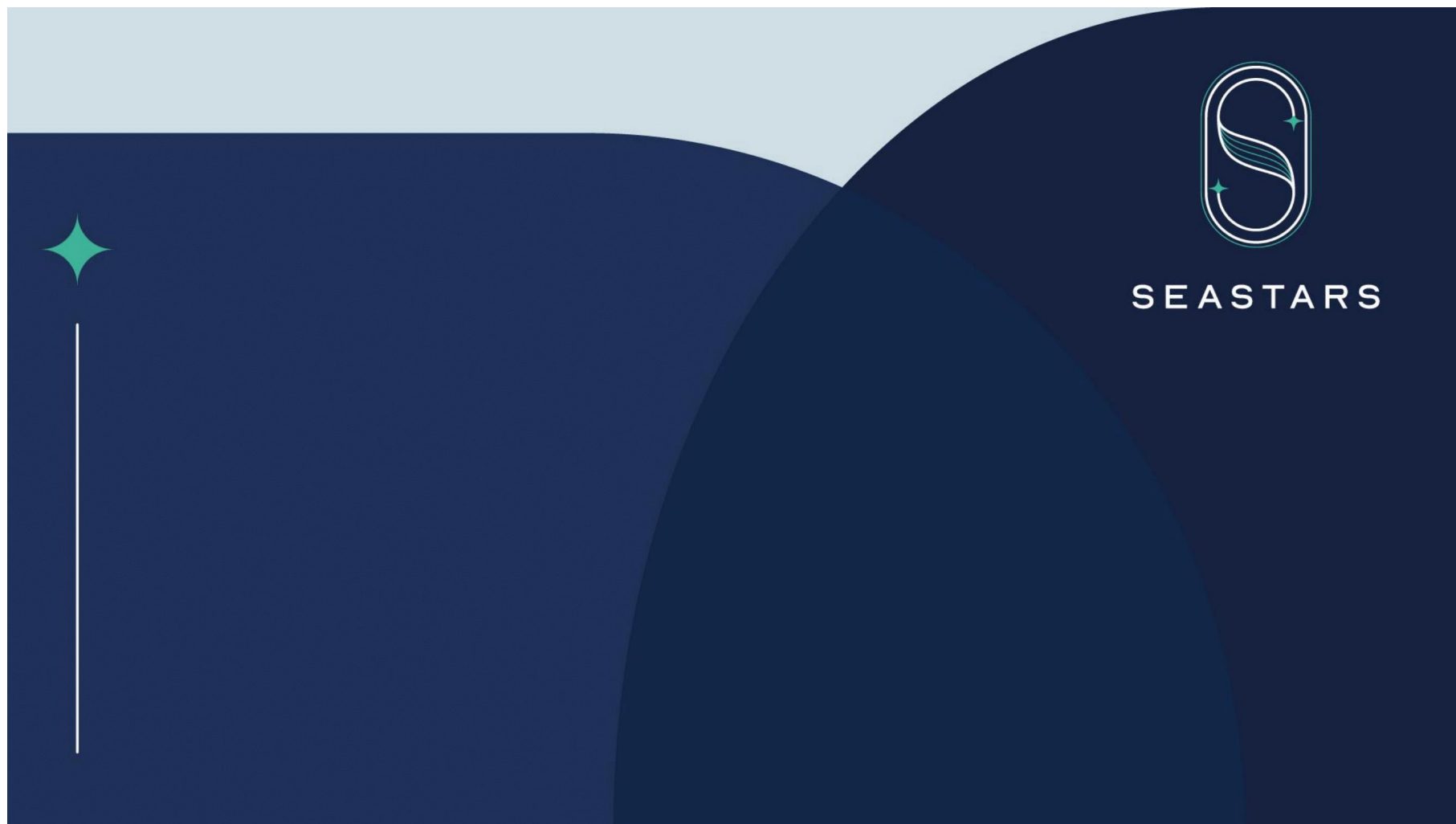
[Name]

[Job Title]

[Organisation Name]



5.6 Annex VI – Presentation Template







Thank you!



5.7 Annex VII – Website Privacy and Cookies Policy

SEASTARS Project – Privacy Policy

1. Who We Are

The SEASTARS Project Consortium (“SEASTARS”, “we”, “us”, or “our”) takes the privacy of its users seriously. This Privacy Policy explains how we collect, process, use, and safeguard your personal data when you visit our website, www.seastars-project.eu, and use our services, as well as the rights you have regarding your personal data. By accessing our website and using our services, you acknowledge that you have read and understood this Privacy Policy.

This Privacy Policy applies solely to our website under the domain www.seastars-project.eu. Please note that our website may contain links to third-party websites; however, we are not responsible for the data processing practices or the content of such external sites.

2. Introduction

2.1 We are committed to safeguarding the privacy of SEASTARS website visitors and service users.

2.2 This policy applies where we act as a data controller with respect to the personal data of SEASTARS website visitors and service users; in other words, where we determine the purposes and means of the processing of that personal data.

2.3 We use cookies on our website. As far as those cookies are not strictly necessary for the provision of the SEASTARS website and services, we will ask you to consent to our use of cookies when you first visit our website.

2.4 In this policy, “we”, “us” and “our” refer to the SEASTARS Project Consortium.

3. Credit

3.1 This document was created using a template from SEQ Legal (<https://seqlegal.com/free-legal-documents/privacy-policy>).

4. Principles of Data Processing

We respect your fundamental rights and prioritize the protection of your privacy. In processing your personal data, we adhere to these principles:

4.1. We process your personal data lawfully, fairly, and transparently.



- 4.2. We collect and process your personal data only for specified, explicit, and legitimate purposes.
- 4.3. We limit the collection and processing of your personal data to what is necessary for these purposes.
- 4.4. We take reasonable steps to ensure the accuracy and up-to-date nature of your personal data and correct or delete any inaccuracies promptly.
- 4.5. We retain your personal data only for as long as necessary for the purposes outlined in this Policy.
- 4.6. We safeguard your personal data using appropriate technical and organizational measures.
- 4.7. We do not process your personal data for purposes beyond those for which it was originally collected without your consent.
- 4.8. Providing your personal data is voluntary; however, failure to do so may limit our ability to provide you with certain services.
- 4.9. We do not disclose your personal data to third parties without your consent, unless required by law or permitted under contractual agreements.
- 4.10. We do not transfer your personal data to countries or organizations outside the European Commission's approved list under the GDPR.
- 4.11. We adhere to all applicable data protection laws and statutory obligations regarding the handling of your personal data.
- 4.12 We may process your contact and communication data ("correspondence data") for the purposes of communicating with you and record-keeping. The legal basis for this processing is our legitimate interests, namely the proper administration of our website and communications with users.
- 4.13 We may process your enquiry data (e.g., contact form submissions) for the purpose of addressing your request. The legal basis for this processing is consent.
- 4.14 We may process data related to subscriptions to newsletters or other updates ("notification data") for the purpose of sending you relevant communications. The legal basis for this processing is your consent.
- 4.15 We may process your usage data (e.g., IP address, browser type, interaction history) to improve our website. The legal basis is our legitimate interest in website administration.



4.16 We may process personal data when necessary for legal compliance, for the establishment or defense of legal claims, or to protect your vital interests or those of another person.

5. Providing Your Personal Data to Others

5.1 We may disclose your personal data to relevant SEASTARS consortium members, professional advisers, or website service providers, only as reasonably necessary for the purposes described in this policy.

5.2 We may also disclose your data to comply with legal obligations or to protect vital interests.

6. International Transfers of Your Personal Data

6.1 Some SEASTARS partners and hosting services may operate outside the EEA. Data transfers are safeguarded by appropriate legal mechanisms, including EU-approved Standard Contractual Clauses.

6.2 Please note that any personal data you publish on the website (e.g., in comments or forms) may be available worldwide.

7. Retaining and Deleting Personal Data

7.1 Personal data will not be retained longer than necessary for the purposes described above.

7.2 For example, data related to project inquiries or mailing list subscriptions may be stored for up to 5 years after the project concludes, unless longer retention is required for legal reasons.

8. Website Users' Rights

You have the following rights regarding your personal data:

- The right to access
- The right to rectification
- The right to erasure
- The right to restrict processing
- The right to object to processing
- The right to data portability
- The right to complain to a supervisory authority
- The right to withdraw consent

To exercise any of your rights, please contact us at: info@seastars-project.eu. We will respond to your request within one month, with the possibility of a two-month extension for complex or multiple requests.

9. Cookies



9.1 Our website uses cookies to distinguish you from other users and to improve your experience.

9.2 Cookies used:

- Authentication (e.g., login sessions)
- Status (logged-in status)
- Cookie consent preferences

9.3 You may block cookies via your browser settings, but doing so may affect the functionality of our website.

10. Amendments

10.1 We may update this policy from time to time by publishing an updated version on our website.

10.2 You should check this page occasionally to stay informed about any changes.

11. Contact Details This website is operated by the SEASTARS Project Consortium. For any questions or concerns regarding your personal data, please contact us at:

 info@seastars-project.eu

 www.seastars-project.eu



5.8 Annex VIII – Newsletter Template

 SEASTARS



NEWSLETTER

[TITLE]

Edition XX | [Month] 202x

We are excited to share with you the latest updates from **SEASTARS** – *Sustainable Emission Abatement Strategies & Technologies for Advanced Revolutionary Ships*, a Horizon Europe Innovation Action project that sets sail to deliver practical and scalable solutions for maritime decarbonisation.

Introduction & Summary (Heading)

Add your text here....

In the 1st edition, we take a look at the vibrant launch of our activities, introduce the international consortium of partners, and highlight key project milestones and engagements.

 Title 2 (Heading)

SEASTARS brings together **19 partners from 8 countries**, covering the full spectrum of the maritime value chain:

- **Shipowners, Shipbuilders & Operators:** Neptune Lines, Minerva Marine, Mercurius Shipbuilding
- **Green Maritime Consultancy & Technology Integrators:** AURELIA Design BV, Alpha Marine Consulting PC, RINA
- **Technology Providers:** DGTWIN, ERMA FIRST, Bound4Blue, Voyex, Vertoro, Quadrise, Composite Recycling, Metacon SA
- **Research Institutes & Academia:** University of Strathclyde, University of Birmingham, MARIN
- **Maritime Training & Industry Networks:** ATHINA Maritime Learning Center, HEMEXPO



 www.seastars-project.eu

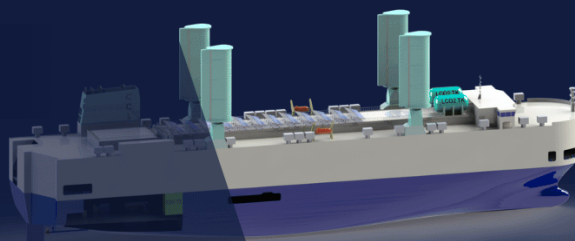
 @seastars

 Co-funded by the European Union

This project has received funding from the European Union's Horizon Innovation Actions programme under Grant Agreement No. 101192901.



NEWSLETTER [TITLE]



Edition XX | [Month] 202x



TITLE 1

Add text here....



TITLE 2

Add text here....

DATE
202X



Add headline here...



www.seastars-project.eu



@seastars



Co-funded by
the European Union

This project has received funding from the European Union's Horizon Innovation Actions programme under Grant Agreement No. 101192901.



[TITLE]

MONTH 202X

ISSUE #NO

#1



TITLE 1

Add text here....

#2



TITLE 2

Add text here...



www.seastars-project.eu



@seastars



Co-funded by
the European Union

This project has received funding from the European Union's Horizon Innovation Actions programme under Grant Agreement No. 101192901.



JOIN OUR newsletter

Stay in the loop with our latest
news, progress reports, and participate
in our events!

seastars-project.eu

SIGN UP TODAY



www.seastars-project.eu



@seastars



Co-funded by
the European Union

This project has received funding from the
European Union's Horizon Innovation
Actions programme under Grant Agreement
No. 101192901.



5.9 Annex IX – Leaflet Design

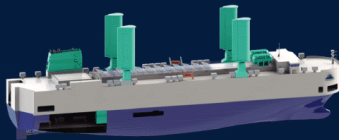
Front & back Cover Pages



Interior Pages

Introduction & Objectives

SEASTARS: Future-Proof Your Fleet



SEASTARS revolutionizes maritime sustainability by integrating cutting-edge emission reduction and efficiency solutions, by modular design options, into four retrofits and four new builds across inland, short-sea, and high-seas shipping.

Through real-world demonstrations, SEASTARS displays practical, scalable solutions that empower shipowners and naval architects to design and operate greener, more efficient vessels.

Key Objectives

- 30% Greenhouse Gas Reduction
- 20% Energy Efficiency Improvement
- 8 Demonstration Cases
- 4 retrofitted and 4 newbuild vessels

Scalable, Modular, Cost-Effective & Low-Risk Decarbonisation Solutions Model-Based

Systems Engineering (MBSE)

A modular, scalable, smarter and risk-managed approach to vessel design

Solutions & Impact



Hydrodynamic Enhancements

- Propeller-hull optimization
- Air lubrication systems



Energy Systems

- Carbon Capture Storage (CCS)
- Cold ironing
- Fuel reforming



Power & Propulsion

- Fuel cells & H₂-ICE
- Electric motors
- Integrated solar panels
- (WAPS) Wind Assisted Propulsion Systems
- (ESS) Electrochemical storage systems



Alternative Fuels

- Biofuels
- Hydrogen (H₂)
- Methanol (Me-OH)
- Ammonia (NH₃)

Why SEASTARS?

- ✦ Future-Proof Decarbonization Strategies
- ✦ Accelerates Industry-Driven Innovation with practical adoption of clean emerging technologies
- ✦ Actionable Solutions for Shipowners & Naval Architects with full environmental compliance
- ✦ Connects industry stakeholders to drive change

5.10 Annex X – Poster Design



SEASTARS



Sustainable Emission Abatement Strategies & Technologies for Advanced Revolution Ships

Partners



Co-funded by
the European Union

The Project Has Received Funding From
The European Union's Horizon Europe
Innovation Actions Program Under Grant
Agreement No 101152501.





5.11 Annex XI – Roll-Up Banner Design



Join the SEASTARS Initiative

We collaborate with shipowners, shipbuilders, technology providers, researchers, associations and investors to drive transformation in the maritime sector.

www.seastars-project.eu
info@seastars-project.eu

Follow Us:



Partners



 Co-funded by
the European Union

The Project Has Received Funding From
The European Union's Horizon Europe
Innovation Actions Program Under Grant
Agreement No 101122301.



5.12 Annex XII – Summary List of SEASTARS Communication & Dissemination KPIs

KPI Title	Description	Target Value	Measurement Method
Project videos Views	video views from project & external media channels	50000	YouTube Analytics
Project video production	videos produced during the project	4	copies of video files
Project videos Testimonials	interview with key maritime stakeholders	10	people appearing project videos and providing testimonials or being interviewed
Project Website Views	SEASTARS Website unique visits	5000	Website or Google Analytics (Unique IPs)
Social media followers	Total Followers/Subscribers in ALL SEASTARS social media	2000	Social Media Analytics
Social media campaigns	Reach/Impressions in ALL SEASTARS social media	100000	Social Media Analytics
Promo Materials prints & distribution	copies distributed (printed in eco paper and downloads from project website)	5000	Invoices from printing office/subcontractor & Clicks in Download button
E-Newsletters	number of people the newsletters have reached	1000	Clicks & Open Rate from MailChimp; Clicks/Views from project Website & social media (ALL Newsletters)
Interviews & mentions in external social & press media		25	Proof content (videos OR pictures) from the respective interview/mention
Press Release in Newspaper/ Maritime Magazines		5	Photographs or digital copies from the published press release



Publications/Press release readers	Readers of Press Releases in e-Newspaper or Maritime Magazines	500	Download of digital copies & statistics about purchased/disseminated physical copies
Scientific journal publications		3	DOI for scientific journal publications in peer-reviewed scientific journals
SEASTARS Public events Organisation	organisation of 4 public events (fairs, seminars, webinars, workshops, conferences)	4	Agenda & Event Venues (online links) for ALL events
SEASTARS Public events: Attendance	number of attendees at SEASTARS public events	300	online & paper participation list from the events
Online seminars (WP8) Attendance	number of attendees in SEASTARS WP8 seminars	40	online & paper participation list from the events
Design Thinking Workshops (DTWs) Organisation	5 Design Thinking Workshops (DTWs) organised successfully	5	Agenda & Event Venues (online links) for ALL DWTs
Design Thinking Workshops (DTWs) Attendance	number of attendees at SEASTARS public events	150	online & paper participation list from the events
Final Project event Attendance	number of attendees in SEASTARS Final Event	100	online & paper participation list from the events
Cluster activities/cooperation	10+ Cluster events participated and organised	10	- Proof content (videos OR pictures) from the external event - MoU between SEASTARS & SEASTARS & another stakeholder

EC project partnerships	Partnerships with other relevant maritime EU projects	2	- Proof content (videos OR pictures) from the external event - MoU between SEASTARS & SEASTARS & another stakeholder
External conferences/ trade fairs/ exhibitions	SEASTARS project attends 10+ external events from other collaborators, exhibitions, trading fairs and conferences	10	Proof content (videos OR pictures) from the respective interview/mention; Social media posts