

# iProcureSecurity PCP

Pre-Commercial Procurement  
of Innovative Triage Management Systems  
Strengthening Resilience and Interoperability  
of Emergency Medical Services



## D9.2 Dissemination and communication plan



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## Project

<b>Acronym</b>	<b>iProcureSecurity PCP</b>
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## Deliverable

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## Executive Summary

This document reports on the communication and dissemination activities, which are planned as part of the iProcureSecurity PCP project. The aim is to share the findings of the EU-funded project widely to relevant stakeholders specifically but also generally to the wider public. The report starts by describing the strategic aims, the objectives and guiding principles of the communication and dissemination strategy in Section 2-4. Next, the target audiences are described in Section 5-6 and split into primary and secondary. The primary target audience includes procurers, suppliers, patients and patient advocates and the observer board. The secondary target audience includes the media, policy makers, opinion leaders and the general public.

After defining the target audience of the project, the document describes the various channels that can be leveraged in section 7. Next, a detailed list is provided showing each consortium partners commitment in disseminating the project and its results. In section 9, Metrics and Key Performing Indicators (KPIs) are defined that shall be used to monitor the effectiveness of the communication and dissemination activities. In the next section, the document merges the target audience with the defined communication channels and provides an overview of how each audience is targeted through which channel.

To round up the communication and dissemination report, examples of the already created materials are presented such as social media banners and promotional materials. Given the potential sensitive nature of the project, a section on crisis communication is provided alongside a list of specific actions to be taken in case of a crisis situation.

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## 1 Introduction

This document is developed in accordance with the description of activities under Grant Agreement number: 101022061 — iProcureSecurity PCP. It reflects the overall objectives of the project and outlines the major steps in the implementation of all activities related to dissemination of data, information and knowledge. Central is also the specific awareness generation for the pre-commercial procurement (PCP) tendering process of the project such as the Open Market Consultation (OMC) in order to attract a large number of companies (including small and medium-sized enterprises (SMEs) and start-ups) to participate in the call for tenders. What is more, the dissemination and communication plan shall generally raise awareness for innovation procurement in the European Union and connect the ecosystem related to Emergency Medical Services (EMS) and disaster response. The plan also aims to raise awareness for the final prototypes, which are developed during the course of the project.

The Communication and Dissemination Plan is carried out under Work Package 9 ‘COMMUNICATION, DISSEMINATION, TENDER PROMOTION, AND NETWORKING’ that serves to design and implement the communication and dissemination activities, including building strong relations with stakeholders and disseminating the project results across the widest possible range of audiences. It is closely related to all other activities of the project and is developed as an overall strategy for using and further exploiting the activities and the outputs generated by the project.

The Communication and Dissemination Plan is developed for the purposes of effective communication of the results outside the iProcureSecurity PCP Consortium. Further, the plan aims to cover all dissemination processes throughout the project by identifying each target audience and outlining the proper communication tools and channels to reach the target audience.

It outlines a framework for structured, continuous and productive engagement of stakeholders by presenting a detailed analysis of the target groups and appropriate communication methods/tools, logo usage, project publicity and event management guidelines for all consortium team members, and establishing criteria for measuring the impact of the dissemination processes.

## 2 Strategic Aims

The iProcureSecurity PCP Communication and Dissemination Plan reflects the project’s general aim in delivering new triage management systems through innovation procurement generally and pre-commercial procurement specifically. Given the importance of creating prototypes that not only work in different geographies and types of incidents but also across borders, the dissemination and communication strategy needs to be broad to reach a wide audience across Europe and beyond. Based on the agencies set out process for pre commercial procurement in different phases, the dissemination and communication will adapt their outreach activities along these pre-defined phases. The messages will be tailored to the specific target audience to generate high engagement, recall and impact. In order to do so, the target audience must be clearly defined (Chapter 5&6). Next to the end-users, the importance of the suppliers has also to be stressed. Given the iterative process and complex nature of the solution, a relationship between the procurers and providers must be established. In order to do so, a large number of dissemination activities need to be strategically planned and executed, including the active participation of all partners.



*The strategic aim shall be achieved by providing relevant, timely and frequent information, data and knowledge through diverse channels to all relevant stakeholders.*

### 3 Objectives

The objectives of the dissemination and communication plan are tailored to enable the overall objective of the iProcureSecurity PCP project with the general aim of procuring Innovative Triage Management Systems to strengthen the resilience and interoperability of Emergency Medical Services within the European Union and across its borders. More specifically, the pre-commercial solution (prototypes) shall foster the following attributes:

- The development, integration and evaluation of digital devices, to support in the initial triage classification, and the continuous and management of triaged victims
- The development, integration and evaluation of sensor technologies to assist in the continuous monitoring of victims (re-triage)
- The development of a central, on-site management platform to consolidate and manage information from the triage and re-triage of victims
- The development of an interoperability model for a standardised data exchange between devices, sensors, management- and communication systems relevant during the triage procedure.

The triage management shall further be flexible and provide:

- quick and accurate overview of casualties and their status
- decision support for better allocation of available resources and quicker support for casualties
- improved interoperability with other first responders and relevant actors
- reduced handover times between ambulance transport and hospitals
- insights for quality assurance and training measures.

These factors shall enable:

- **Digitalization:** Boosting the degree of digitalization in EMS
- **Interoperability:** Dramatically improving interoperability between emergency services nationally but also across the border
- **A Consolidated management overview:** A drastically new experience for decision makers in and out of the field
- **Reduction of re-triage:** Continuously monitoring a victim's condition and raising an alert in case human intervention is necessary.

Alongside the overall project objectives, the communication and dissemination plan defines several communication objectives:

- Promote the action and its results, by providing targeted information to multiple audiences including the defined stakeholders as well as the media and the public in a strategic and effective manner;



- Approach the different defined stakeholders and target groups, from research and academics, institutions at local, national and European level, practitioners, enterprises, media and general public;
- Communicate the research and the outcomes in the best way towards the different target groups, and specially make efforts to make it understandable for non-specialist, the media and the public when this will be required;
- Address the "public policy perspective" by the communication activities;
- Keep the communication measures proportionate to the scale of the action, choosing pertinent messages as requested because of the sensitivity of the project topics, avoid communication risks without affecting the rest of the communication objectives;
- Develop a number of tools and make them available for project partners in order to achieve a common, clear and organized communication using the right medium and means.

Other specific objectives will be stated for each target group during the project execution, and related to the project proposal objectives, activities and results. They will be reviewed and adapted during the different phases of the project cycle.

## 4 Guiding Principles

### 4.1 Guiding Principles

Having set the main goals and objective, all partners are to follow three main guiding principles while implementing the communication and dissemination plan:

- Communication processes must be clear and known to all consortium partners.
- Communication and dissemination of information must be purposeful and timely.
- Communication with stakeholders must be open and honest.

The communication and dissemination plan has to bring on board a broad range of potential suppliers and end-users. Additionally, researchers, academics, decision and policy makers shall be strongly included in the dissemination activities. Self-explanatory is the omnipresent involvement and representation of the patients, either directly or through patient organizations.

The Communication and Dissemination Plan has to reach these stakeholders and to find the most appropriate tools to make the project findings and outcomes usable and accessible to them. Depending on the target group and with respect to the complex nature of the concepts behind the iProcureSecurity project, some of the communication messages may be adapted to either more generic or more specific ones. Social events, political developments, economic changes, etc. must also be considered along the project implementation and may require further amendments to the overall communication processes.

Dissemination of the project outcomes includes a combination of face-to-face interactions, online activities and publications to the relevant target groups. While the scale of these interactions varies in size and complexity (Open Market Consultation vs. Tweet), all interactions are guided by the same principles outlined in this document and shall foster the exchange of expertise and knowledge, bringing the stakeholders closer together.

Towards achieving the communication goals, it is important that key stakeholders and the means to address them are properly identified. Target audiences can be either primary or secondary. A primary target audience refers to those that play a direct role in the procurement process and are a later user of the developed prototype. The secondary target audience addresses the wider ecosystem such as researchers and decision makers.

While the communication might vary based on the channel and target audience, the messaging shall always be based on the following principles:

- **Simplicity:** Vocabulary; grammatical and syntactic structure.
- **Reiteration:** Reiterate the key concepts throughout our intervention.
- **Consequence:** Make an orderly exhibition and give ideas related to each other or associations of ideas. The narrative of the logical story is to start with the past, to continue with the present and to end with future actions. During the information process also start with the present, return to the past and return to the present (but only once), ending in future actions.

For public appearances, such as keynotes, the following guidelines have been defined for speakers:

- Be as natural as possible and be respectful without exception.
- Offer few messages and repeat the central message.
- Emphasize the important points of our argumentation.
- Do not leave the sentences halfway.
- Use examples that support our argument.
- Begin our answer to the question as follows: Q- When did you hear about this fact? R- We hear about this fact ....
- Provide the requested information.
- Do not use the "no comment" but always give an alternative.
- If the requested information is not available, contact the journalist for an upcoming communication or send the information when we have it.
- Communicate any changes that have occurred in the information offered.

## 4.2 Open Market Consultation

Given that the Open Market Consultation (OMC) is one of the most important aspects of the communication strategy in the initial phase of the project, this section will provide further details on the tool. Early communication and dissemination activities have been started and implemented in the first months of the project (e.g: collection of events, specific landing page on website) to support a successful OMC phase that takes place from January-March 2022. Further, Deliverable 3.1 will report on the outcome of the OMC.

The grant agreement provides high-level requirements for the OMC phase:

The following central aspects will have to be taken into account for the OCM, as highlighted in the Grant Agreement:

.... (ii) make an 'open market consultation', which:

- *is published — two months in advance — in the Official Journal of the European Union (via a 'prior information notice (PIN)', drawn up in English and any additional language(s) chosen by the buyers group);*
- *is promoted and advertised widely;*
- *is summarised on the project website and other web-sites requested by the Agency, together with a list of Q&As raised during the open market consultation; ....*

To get a significant number of qualitative proposals, the consortium will maximise the market outreach for players in the information technology (IT) and healthcare industries. Previous examples have shown that, especially in the procurement of complex systems, even a merely adequate industry response to the call for tender (let alone an excellent response answering all aspects of the call) does not happen automatically and needs to be extensively promoted. The project will also include measures of IT industry capacity building to reach a supplier response that is in line with the project objectives in terms of both quantity and quality.

Several outreach and capacity building measures (Chapter 7 and 8) will therefore be put into place, addressing both the demand and supply side. Formally these will be linked to the OMC, and the publication of the Prior Information Notice (PIN) and of the Call for Tenders. A communication campaign will be designed to maximise awareness and motivate participation. It will consist of a calendar of milestones to disseminate the messages in waves to inform about the project and its objectives. It will leverage project partners' channels, especially mailing lists, and social media. Multiplier organisations (such as industrial networks and lobbying groups) will also be contacted to support the OMC dissemination. Interested suppliers will have access to an online information package, with detailed information about public information on iProcureSecurity PCP. The extensive outreach activities including workshops, webinars, events, networking activities with other Research, Development and Implementation (R&D&I) projects and established contacts with the relevant industry, which have already taken place during the iProcureSecurity CSA in 2019 & 2020 and will ensure a broad awareness of the OMC and all following steps.

## 5 Primary Target Audiences

In order to build an effective dissemination and communication strategy which reflects the existing social and organisational environment and serves the purposes of delivering clear, valuable, and targeted messages, it is necessary to provide an overview of the main stakeholders related to the iProcureSecurity PCP project. Thus, project dissemination and communication tools and activities address stakeholders' specific needs, motivations, and values, provide new and practice-based information, and facilitates knowledge exchange.

### 5.1 Procurers

Ultimately, the main target audience of the project are the end users since the solution developed in this project shall support them in triage scenarios during mass-casualty incidents. In the case of the iProcureSecurity PCP project, the end users are emergency medical services such as first responders and related parties that might interact with the solution. With the preceding iProcureSecurity (Coordination and Support Action), the ongoing iProcureSecurity PCP project can already rely on a

deep field of practitioners across Europe and beyond that can be targeted through the iProcureSecurity platform.

## 5.2 Suppliers

Next to the end users, the second primary target audience of the project are suppliers. Given the methodology of PCP projects, suppliers play an integral role and a relationship between the end users and solution providers must be established. Only by working closely with the suppliers, can the desired prototypes be procured. The following branches have been identified (further description in Deliverable 3.1) to be specifically targeted through the project's dissemination strategy and have been included in the scoping of the related notices, such as the PIN, via CPV<sup>1</sup> codes:

- Telemetry equipment
- Telemetry surveillance system
- Telematics system
- Wireless telecommunications system
- Medical equipment, pharmaceuticals and personal care products
- Medical equipment
- Miscellaneous medical devices and products
- Patient-monitoring system
- Medical computer equipment
- Mobile emergency units
- Security, fire-fighting, police and defence equipment
- Emergency and security equipment
- Rescue and emergency equipment
- Firefighting, rescue and safety equipment
- Software package and information systems
- Medical software package
- Platform interconnectivity software package
- Medical information systems
- Patient-administration system
- Clinical information system
- Programming services of packaged software products
- Systems and technical consultancy services
- Custom software development services
- Software-related services
- Data services
- Research and development consultancy services
- Design and execution of research and development
- Administrative healthcare services
- Medical education services
- E-learning services
- Health training services
- Miscellaneous health services.

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<sup>1</sup> CPV codes are a system of classifications for public procurement

### 5.3 Patients and Patient Advocates

The patient shall always be at the centre of all decisions and they shall be made ensuring the maximum safety for the patient and increase the overall quality of care in triage situations. In the critical care setting this is especially sensitive and challenging given that in many triage situations, patients are not responsive and cannot give consent. Therefore, appropriate frameworks and rules for the engagement of patients must be defined beforehand and insights into the patient's perspective collected.

### 5.4 Observer Board

The project has established an Observer Board in which EMS procurers from across Europe will participate and have the chance to follow the key stages of the PCP. This Board, composed of other public procurers beyond the project, will facilitate mainstreaming PCP implementation and building capacity, aiming at removing obstacles for introducing the innovative solution to be procured into the market.

## 6 Secondary Target Audiences

### 6.1 Researchers & Opinion Leaders

The third group that is classified as a primary target audience are opinion leaders. Other than the primary target groups, they are not primarily end users but play an important role in the overall ecosystem and how it is shaped. Examples of opinion leaders include researchers and scientific writers who monitor and report on the developments in the field. By including them early on in the dissemination activities, a feedback-loop shall be generated and a consistent flow of information ensured. This creates an additional voice for the project and will contribute to raise awareness generally and specifically for certain outcomes of the project.

### 6.2 Media

The thematic focus of the iProcureSecurity PCP project concerns topics that are of high importance for society and of great media interest. Furthermore, new media provide the opportunity to citizens to generate news, comment, and instantly share witness materials from the places where situations occur. Apart from the mass media top news, there is also the scientific-focused non-professional media revealing interesting discoveries and research results to a general audience. Strong accent is put on the specialized research media targeting the academic and research communities and professionals and disseminating case studies and research results in the fields related to the iProcureSecurity PCP project.

### 6.3 Policy Makers

Representatives of this target group are mainly located in the EU or national institutions connected to the political and legislative decision-making processes in the field of EMS and disaster response. Policy makers at national and European level are the ones that have to support each reform or advancement in the field and their involvement in development and wider acknowledgement of the developed prototypes may be crucial for the project success and continuous sustainability of the wider undertaking.

## 6.4 General Public

The dissemination and communication strategy considers the general public's interest in the project and its findings. Therefore, the informed citizen can follow a variety of channels to stay in touch with the project. While some updates might be more technical, the project will aim to strike a right balance of high-level messaging and more detailed content to be inclusive to all audiences.

## 7 Communication Channels

### 7.1 Social Media

The consortium can rely on a wide range of social media channels, which will allow for a wide dissemination of the project. The most relevant will be shown in table 1 below:

Table 1: Social Media Channels

Twitter	
SYNYO	<a href="https://twitter.com/procuresecurity">https://twitter.com/procuresecurity</a>
ARC	<a href="https://twitter.com/roteskreuzat">twitter.com/roteskreuzat</a>
AAHD	<a href="https://twitter.com/aahdorgtr">https://twitter.com/aahdorgtr</a>
EMIRICA	<a href="https://twitter.com/empirica_Bonn">https://twitter.com/empirica_Bonn</a>
EPES	<a href="https://twitter.com/061epes">https://twitter.com/061epes</a>
AREU	<a href="https://twitter.com/AREULombardia">https://twitter.com/AREULombardia</a>
IBB	<a href="https://twitter.com/izmiritfaiye">https://twitter.com/izmiritfaiye</a>

YouTube	
ARC	<a href="https://www.youtube.com/c/roteskreuz/">https://www.youtube.com/c/roteskreuz/</a>
AAHD	<a href="https://www.youtube.com/channel/UCYVhxY9K5MhvvVokQWDvZog">https://www.youtube.com/channel/UCYVhxY9K5MhvvVokQWDvZog</a>
EPES	<a href="https://www.youtube.com/channel/UCiH4tUnawvZFLpb53Ec9SDg">https://www.youtube.com/channel/UCiH4tUnawvZFLpb53Ec9SDg</a>

Instagram	
ARC	<a href="https://www.instagram.com/roteskreuz_at/?hl=de">https://www.instagram.com/roteskreuz_at/?hl=de</a>
IBB	<a href="https://www.instagram.com/izmiritfaiyesi/">https://www.instagram.com/izmiritfaiyesi/</a>

LinkedIn	
SYNYO	<a href="https://www.linkedin.com/in/iprocuresecurity/">https://www.linkedin.com/in/iprocuresecurity/</a>
ARC	<a href="https://www.linkedin.com/company/austrian-red-cross">https://www.linkedin.com/company/austrian-red-cross</a>
AAHD	<a href="https://tr.linkedin.com/company/aahd-acilambulanshekimliridernegi">https://tr.linkedin.com/company/aahd-acilambulanshekimliridernegi</a>
EMIRICA	<a href="https://de.linkedin.com/company/empirica-communication-and-technology-research">https://de.linkedin.com/company/empirica-communication-and-technology-research</a>

Facebook	
ARC	<a href="https://www.facebook.com/roteskreuzat/">https://www.facebook.com/roteskreuzat/</a>
AAHD	<a href="https://www.facebook.com/aahdorgtr/">https://www.facebook.com/aahdorgtr/</a>
ASLBN	<a href="https://www.facebook.com/aslbenevento">https://www.facebook.com/aslbenevento</a>

IBB	<a href="https://www.facebook.com/izmiritfaiyesi/">https://www.facebook.com/izmiritfaiyesi/</a>
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	<b>TikTok</b>
ARC	<a href="https://www.tiktok.com/@roteskreuz_at">www.tiktok.com/@roteskreuz_at</a>

## 7.2 Events

All partners were asked to identify events that are relevant and could be leveraged to reach out to target groups. Like all lists shown in this report, the consortium members will continuously keep them updated throughout the project:

**Table 2: Events**

Date	Name of Event	Country
15-10-2021	Freiwilligensymposium / Volunteer Symposium	Austria
30-11-2021	PSCE CONFERENCE	Brussels
2021-10-06-08	EENA 2021 Conference	Latvia (Riga)
2021-10-12-21	Disaster Research Days	virtual
2021-10-20-21-22	XXVIII Jornadas Nacionales de Innovación y Salud en Andalucía	Torremolinos (Spain)
2021-10-24-26	WORLD HEALTH SUMMIT 2021	Germany (Berlin)
	XiV Italian Congress of Health Technology Assessment (SIHTA)	Italy
2021-10-26-29	Eusem 2021 Congress	Portugal (Lisbon)
2021-11-5-6	4º Congreso Nacional del Consejo Español de RCP	Palma de Mallorca (Spain)
2021-11-11-13	XXI National Congress of Clinical Engineers (AIIC)	Italy
2021-11-15-18	World Forum for Medicine	Germany (Duesseldorf)
2021-11-24-26	AFE GREECE 2021	Greece
2021-11-25-26	Digital Health World Congress 2021	Hybrid (UK)
2021-12-01-03	Risk Management Forum	Italy
2022-01-15-19	International Meeting on Simulation in Healthcare	United States of America (LA)
2022-01-24-27	Arab Health	United Arab Emirates (Dubai)
2022-02-09-10	Intelligent Health AI	United Kingdom (England)
2022-03-15-16	Future Health Innovations	United Kingdom (England)
2022-03-26	Chief medical doctor Spring meeting	Austria
2022-03	XXXII Congreso Nacional SEMES	Vigo (Spain)
2022-04	XVIII Congresso Nazionale SIS 118 Sabaudia – Aprile 2022	Sabaudia
2022-04-21	Spring meeting of commanders in charge	Austria
2022-04-27-29	EENA2022	France/Marseille
2022-05-03-05	GENEVA HEALTH FORUM	Hybrid (Switzerland)
2022-05-03-05	MedTech Forum 2022	Hybrid (Spain)
2022-05-04-06	EMS Europe	United Kingdom (Scotland)
2022-05-04-07	Exposanità - 22nd international exhibition at the service of health and assistance	Italy
2022-05-17-19	Vitalis 2022	Sweden
2022-06-14-19	International Conference on Emergency Medicine	Hybrid (Australia)
2022-06-16-17	ICPDMCMD 2022	Canada/ Toronto



2022-06-8-10	World Health Care Congress 2022	United States of America (National Harbor)
2022-08-16-17	International Conference on Emergency Medicine	Turkey
2022-08-26-27	ICEMSRHSE 2022	France
2022-09-26-27	HEALTHCARE AUTOMATION AND DIGITALIZATION CONGRESS 2022	Switzerland (Zurich)

### 7.3 Project Website

One central tool for keeping the public informed about the iProcureSecurity PCP project is the project website. Besides presenting the latest developments, the website provides structural information about the project including background, timeline and objectives. It also depicts and highlights the expertise and roles of all 12 consortium partners. The website (further details provided in Deliverable 9.1) will be continuously updated throughout the project showing the progress of public deliverables and dissemination materials.

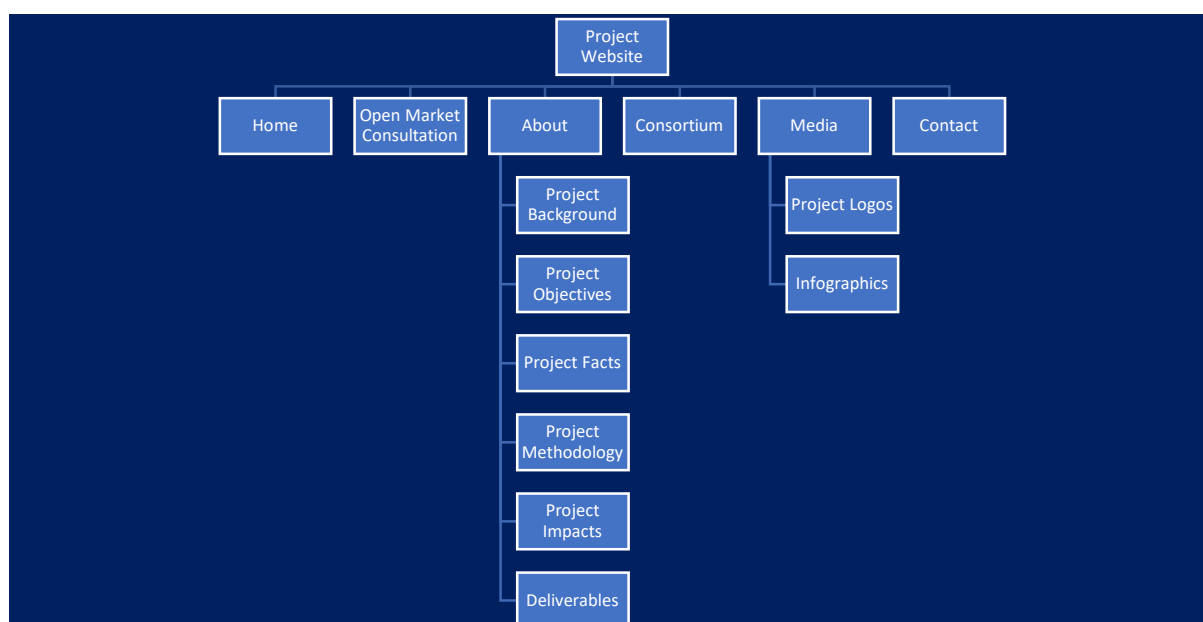


Figure 1: Project Website Sitemap



Figure 2: Project Website

## 7.4 Partner Websites

Additionally, the individual websites of the participating organizations can be used to disseminate the project:

**Table 3: Partner Websites**

Partner	Website
SYNYO	<a href="https://www.synyo.com/">https://www.synyo.com/</a>
SYNYO	<a href="https://www.iprocuresecurity.eu/">https://www.iprocuresecurity.eu/</a>
ARC	<a href="https://www.rotekreuz.at/home">https://www.rotekreuz.at/home</a>
AAHD	<a href="https://www.aahd.org.tr/">https://www.aahd.org.tr/</a>
ASLBN	<a href="http://www.aslbenevento1.it/">http://www.aslbenevento1.it/</a>
SERMAS	<a href="https://www.fiihap.org/index.html">https://www.fiihap.org/index.html</a>
SERMAS	<a href="https://www.fibhnjs.org/index.html">https://www.fibhnjs.org/index.html</a>
EMPIRICA	<a href="https://empirica.com/home">https://empirica.com/home</a>
EPES	<a href="http://www.epes.es/">http://www.epes.es/</a>
EKAB	<a href="https://www.ekab.gr">https://www.ekab.gr</a>
AREU	<a href="https://www.areu.lombardia.it">https://www.areu.lombardia.it</a>
IBB	<a href="https://itfaiye.izmir.bel.tr/">https://itfaiye.izmir.bel.tr/</a>
KEMEA	<a href="http://kemea.gr/">http://kemea.gr/</a>
HRC	<a href="http://www.redcross.gr/">http://www.redcross.gr/</a>

## 7.5 iProcureSecurity Online Hub and Community of Practice

The platform was created as part of, the successfully completed, iProcureSecurity CSA project to bring together all types of EMS practitioners, industry stakeholders, research institutes and other related interest groups. The platform promotes insights of the project, recent news, trainings, events and interesting solutions connected to innovation in the EMS domain. The EMS Network is an integrated part of the iProcureSecurity online platform and provides a variety of functionalities to allow the experts to discuss relevant challenges, share knowledge and best practices as well as to identify relevant areas for innovative new solutions to improve the EMS ecosystem across Europe. The EMS Network builds a broad cooperation mechanism between practitioners and other relevant stakeholders from the EMS sector in Europe used for needs analysis, monitoring of innovation outputs and facilitating a closer cooperation of practitioners with the R&D community. The platform will play a central role in the iProcureSecurity PCP project and continuously updated, with new content.

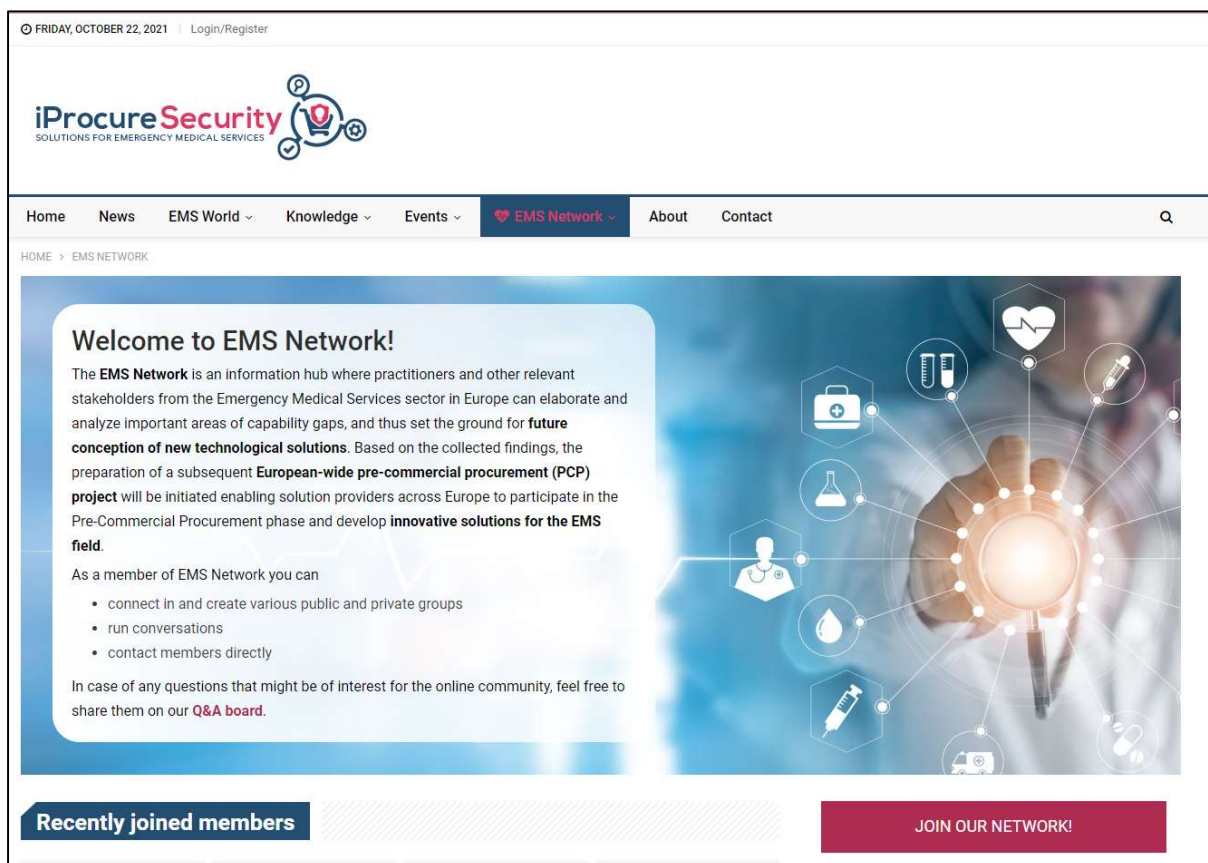



Figure 3: iProcureSecurity EMS Network



Figure 4: iProcureSecurity Platform

## 7.6 Newsletter

Due to the successful preceding iProcureSecurity CSA project, the iProcureSecurity PCP project can leverage an existing newsletter audience of 800+ subscribers that will be re-activated and extended for the iProcureSecurity PCP project.



**Join our EMS Network**

Become a main driver of innovation in the field of Emergency Medical Services and join the iProcureSecurity EMS Network


**Register now!**

To set the ground for the conception of a new technological solution in the area of Triage Management and foster the sustainable exploitation of potential demand for innovation in the EMS field iProcureSecurity has established the EMS Network.

Currently there are more than twenty groups with members coming from 19 different countries from Europe and beyond and representing EMS organisations, industry, research organisations and other relevant stakeholders in the EMS sector. The EMS Network is intended to support the knowledge exchange among the EMS practitioners in Europe after project completion.


[JOIN](#) now for free and become the main driver of Innovation in the EMS field!

### NEWS



**Air rescue with manned multicopters**

Air rescue with manned multi-purpose aircraft makes sense and improves emergency medical care: this is the conclusion of the first feasibility study worldwide on the use of manned multi-purpose aircraft in rescue services. [Read More](#)



**Light disinfection solution in ambulances**

Disinfection with UVC light is not a new invention but has been state of the art for many decades, for example in the field of drinking water treatment. Fraunhofer now succeeded in using it for the first time in an ambulance. [Read More](#)

Figure 5: Newsletter Example

## 7.7 Publications

To reach especially the opinion leader target audience, the dissemination and communication strategy foresees and encourages scientific publications in peer review journals as well as grey literature such as whitepapers. The following target journals have been pre-selected and the list will continuously be updated:

**Table 4: Target Journals**

Target Journals
<ul style="list-style-type: none"><li>• Tecnica Ospedaliera</li><li>• Revista Científica de la Sociedad Española de Medicina de Emergencias</li><li>• Emergency Medicine Journal (EMJ)</li><li>• EMS1 Journal</li><li>• Prehospital Emergency Care Journal (NAEMSP)</li><li>• Prehospital and Disaster Medicine (Cambridge University) EMS and Disaster Medicine</li><li>• Prehospital and Disaster Medicine (WADDEM)</li><li>• Journal of Emergency Medical Services (JEMS)</li><li>• 112 Emergencies</li></ul>



## 7.8 Related Projects

A database of more than 80 related projects and initiatives has already been established, which is a rich resource to be used for dissemination purposes. Due to large number of initiatives, the report shows a selection of the most related projects below. The list will also be continuously updated:

**Table 5: Related Projects**

Title	Funding program	Description
<b>FIRE-IN: Fire and Rescue Innovation Network</b>	H2020	FIRE-IN has been designed to raise the security level of EU citizens by improving the national and European Fire & Rescue (F&R) capability development process. This project aims at increasing the effectively of practitioner's coordinating on operational needs, on available research and innovation, on standardisation, and on test & demonstration and training.
<b>DRIVER+: DRiving InnoVation in crisis management for European Resilience</b>	H2020	DRIVER+ focuses on augmenting rather than replacing existing capabilities. DRIVER+ has three main objectives: 1) Develop a pan-European Test-bed for crisis management capability development; 2) Develop a well-balanced comprehensive portfolio of crisis management solutions, and 3) Facilitate a shared understanding of crisis management across Europe.
<b>NO-FEAR: Network Of practitioners For Emergency medical systems and cRitical care</b>	H2020	NO-FEAR proposes to bring together a pan-European network of practitioners, decision and policy makers in the medical and security fields. They will collaborate to achieve a common understanding of needs, as well as – in collaboration with academia and industries – increase the EU innovation potential that could better fill the operational gaps and recommend areas for future innovations.
<b>Faster</b>	H2020	FASTER addresses the challenges associated with the protection of first responders in hazardous environments, while at the same time enhancing their capabilities in terms of situational awareness and communication.
<b>PIPPI: Platform for Innovation of Procurement and Procurement of Innovation</b>	H2020	A consortium of seven leading European university hospitals, coordinated by Karolinska University Hospital in Sweden, will join efforts to innovate procurement of digital health and care services. The project will engage all stakeholders, such as hospitals, developers, industrial partners, medical researchers and health professionals as well as patients, in order to address unmet needs in hospital services and develop methods for procurement of innovation. The project is funded by Horizon2020, the European Union research framework program. It kicked-off during the first project meeting in Vienna on December 3rd, 2018, and will run until 2021.

<b>RITMOCORE: Arrhythmias monitoring and comprehensive care</b>	H2020	A consortium of hospitals that is preparing a PPI to procure innovative solutions for the treatment of elderly patients with arrhythmias. This includes a support center for remote monitoring of pacemakers, delivering pre-defined information sets to all stakeholders in the care path, integration and quality labelling of vital signs home monitoring devices and wearables and support for patient activation.
<b>SnR: Search and Rescue</b>	H2020	After an earthquake, an industrial chemical release or a building's collapse, a timely and effective response is crucial and can prevent or significantly reduce the risk of casualties. This is why first responders and rescue teams need to be equipped with cutting edge tools and specialised instruments in order to enhance their capabilities in terms of accuracy, quick localisation, and reduction of false alarms. Through a series of large-scale pilot scenarios, the EU-funded Search and Rescue project will design, implement and test a highly interoperable open architecture platform for first responders, including advanced frontend equipment systems and backend applications, improving the decision-making of first responders and providing a dynamic common operational picture of the crisis.
<b>SAYSO: Standardisation of situational Awareness sYstems to Strengthen Operations in civil protection</b>	H2020	Handling the crises faced by modern societies often requires the coordination of multiple types of stakeholders from different countries. One of the key requirements to manage crisis is to have access to situational awareness (SA). However, current SA solutions (SAS) are not adapted to operate in cross-border contexts and present several shortcomings related to interoperability, data management/processing, decision making, standardisation and procurement. This hinders a reliable sharing of SA information. SAYSO will address these shortcomings and pave the way for the development of innovative European cost-effective Multi-Stakeholders SA Systems (MSSAS) which will provide practitioners with user-friendly solutions, providing a clear picture of the situation at hand with relevant advices.
<b>ARCSAR: Arctic and North Atlantic Security and Emergency Preparedness Network</b>	H2020	Mediterranean practitioners' network capacity building for effective response to emerging security challenges



## 8 Partner Activities

Table 6: Partner Activities

Partner	Activities
<b>SYNYO</b>	<ul style="list-style-type: none"> <li>As coordinator of the iProcureSecurity CSA and several other projects in the security and health care domain, SYNYO will disseminate outcomes to several relevant target groups such as practitioners, policy makers, researchers, national and international authorities and industry representatives to various channels including the iProcureSecurity.eu platform and its channels as well as through the connected EMS Network (Online Community of Practice).</li> <li>Active participant and contributor to iProcureSecurity information hub and EMS network (<a href="https://www.iprocuresecurity.eu/">https://www.iprocuresecurity.eu/</a>).</li> </ul>
<b>EPES</b>	<ul style="list-style-type: none"> <li>The results will be presented and communicated at the National and Andalusian Congresses of the Spanish Society of Emergency Medicine SEMES.</li> <li>The results will also be presented at the Andalusian Civil Protection and Emergency Commission and at the Direction Commission of the Andalusian Health Service Department of Health and Families.</li> <li>Likewise, public entities such as 112 Andalusia Emergencies, and public and private emergency services will also be invited to participate in the pilot.</li> <li>Active participant and contributor to iProcureSecurity information hub and EMS network (<a href="https://www.iprocuresecurity.eu/">https://www.iprocuresecurity.eu/</a>).</li> </ul>
<b>SERMAS</b>	<ul style="list-style-type: none"> <li>Collaboration with national authorities, such as Health Ministry and Home Office Communication on the progress and outcomes of the project to all regional EMS in Spain</li> <li>Implementation of courses for all emergency crews for training with the new system. Promotion of the PCP process during national and international conferences</li> <li>Dissemination among Emergency Departments of Hospitals with workshops and brochures</li> <li>Dissemination to Patient Associations and community citizens networks</li> <li>Publications in Medical and Industry Magazines and web sites</li> <li>Promotion of the project in social networks of Spanish EMS and the official web sites of the government</li> <li>Active participant and contributor to iProcureSecurity information hub and EMS network (<a href="https://www.iprocuresecurity.eu/">https://www.iprocuresecurity.eu/</a>).</li> </ul>
<b>ARC</b>	<ul style="list-style-type: none"> <li>Disseminating among other Red Cross societies at international level</li> <li>Disseminating and sharing with our regional branches</li> <li>Promoting the insights of PCP process with other relevant stakeholder at national and international level</li> <li>Active participant and contributor to iProcureSecurity information hub and EMS network (<a href="https://www.iprocuresecurity.eu/">https://www.iprocuresecurity.eu/</a>).</li> </ul>

<b>ASLBN</b>	<ul style="list-style-type: none"> <li>• Contribution to standardisation and certification: communication of PCP results to policy makers and involved stakeholders by means of dissemination and communication campaign</li> <li>• Contribution to awareness and experience raising: Set the necessary structure to support contractors to communicate the PCP outcomes and promote the R&amp;D outcomes to maximise awareness and demand.</li> <li>• Active participant and contributor to iProcureSecurity information hub and EMS network (<a href="https://www.iprocuresecurity.eu/">https://www.iprocuresecurity.eu/</a>).</li> </ul>
<b>AREU</b>	<ul style="list-style-type: none"> <li>• AREU is part of the national committee for medical emergency. In this role AREU is seen as a major innovation driver for any technology achievement in the field.</li> <li>• AREU is the point of reference for all the medical emergency activities for all the parties involved (Fire Brigades, Law Enforcement, Voluntary organizations)</li> <li>• Together with a specialized Fire Brigades organization, AREU is providing a nation-wide recognized USAR medical team operating everywhere in case of major problems (e.g. earthquakes, collapses etc.)</li> <li>• AREU is regularly involved in congress activities at national and international level.</li> <li>• AREU is cooperating with EENA in various way to enhance the emergency management and operation in Europe.</li> <li>• Active participant and contributor to iProcureSecurity information hub and EMS network (<a href="https://www.iprocuresecurity.eu/">https://www.iprocuresecurity.eu/</a>).</li> </ul>
<b>HRC</b>	<ul style="list-style-type: none"> <li>• HRC will publish the initiation and development of the activities in its main website and its research team will participate and present their activity in international scientific workshops and exhibitions, as well as in EU related working groups. Moreover, HRC is the largest NGO organisation in Greece. Based on its well-established connections, HRC will disseminate the project outcomes to relevant practitioners, suppliers, policymakers and procurers at national level. By these means the organisation will widely disseminate the knowledge produced by the project with the aim to promote the adoption of the iProcureSecurity PCP project's findings.</li> <li>• Active participant and contributor to iProcureSecurity information hub and EMS network (<a href="https://www.iprocuresecurity.eu/">https://www.iprocuresecurity.eu/</a>).</li> </ul>
<b>EKAB</b>	<ul style="list-style-type: none"> <li>• The Dissemination goals of EKAB focuses on its first responder personnel (first responders, doctors, emergency nurses, field technicians and central decision makers) and on the ecosystem of first response volunteers and fire department first responders which EKAB regularly trains.</li> <li>• Collaboration with national authorities and especially the Hellenic Ministry of Health</li> <li>• Promoting and raising awareness of the PCP process with other relevant stakeholder at national level</li> <li>• Active participant and contributor to iProcureSecurity information hub and EMS network (<a href="https://www.iprocuresecurity.eu/">https://www.iprocuresecurity.eu/</a>).</li> </ul>
<b>IBB</b>	<ul style="list-style-type: none"> <li>• Disseminating among other local and national EMS actors</li> <li>• Collaborating the processes with Izmir Emergency Action Plan</li> </ul>

	<ul style="list-style-type: none"> <li>• Promoting the PCP process with other stakeholders at national and international level</li> <li>• Publications on municipal web site and social media channels.</li> <li>• Active participant and contributor to iProcureSecurity information hub and EMS network (<a href="https://www.iprocuresecurity.eu/">https://www.iprocuresecurity.eu/</a>).</li> </ul>
<b>KEMEA</b>	<ul style="list-style-type: none"> <li>• Promotion the PCP process in national and international conferences</li> <li>• KEMEA as a scientific, consulting and research agency for the Hellenic Ministry of Citizen Protection will bring and promote project scope, goals, objectives and results to the attention of a number of end users organisations supervised by the Ministry. These organizations are indicatively the Hellenic Police, the Fire Corps, and the General Secretariat for Civil Protection.</li> <li>• In addition, KEMEA is appointed “National Contact Point” for the protection of European Critical infrastructures (ECIs) - “EPCIP contact point”. Therefore, the benefits of iProcureSecurity PCP will be disseminated to practitioners and other stakeholders operating and supporting the security of the Critical Infrastructures Facilities and the public spaces in Greece and other EU Member States.</li> <li>• Finally, KEMEA is member in a number of Pan-European networks of practitioners and other actors in the field of security like ILEAD, FIRE-IN, EXETER and the coordinator of MEDEA. Members of the aforementioned networks will be informed about the research outcomes of iProcureSecurity PCP in a number of networking activities and events like the Community of Users and EU Security research event, that KEMEA frequently participated to.</li> <li>• Active participant and contributor to iProcureSecurity information hub and EMS network (<a href="https://www.iprocuresecurity.eu/">https://www.iprocuresecurity.eu/</a>).</li> </ul>
<b>AAHD</b>	<ul style="list-style-type: none"> <li>• Organization of trainings, workshops, EMS Championships/Rallies and etc. (AAHD organized International Ambulance Rallies 5 times)</li> <li>• Organization of “International Next Generation Technologies for Emergency Services Symposiums” for every Project year (AAHD organized this symposiums since 2015)</li> <li>• Participation of scientific events and presenting the iProcureSecurity PCP Project</li> <li>• Submission of scientific articles</li> <li>• Creating network for EMS Practitioners (European, Balkan and Gulf Countries networks)</li> <li>• Active participant and contributor to iProcureSecurity information hub and EMS network (<a href="https://www.iprocuresecurity.eu/">https://www.iprocuresecurity.eu/</a>).</li> </ul>

## 9 Metrics and KPIs

The success of the dissemination and communication strategy shall be measured along the following KPIs and metrics in order to ensure that expectations are clearly defined and adjustments made in case milestones are not met.

**Table 7: Metrics & KPIs**

Channel/ Action	Metric	KPI	Method	Measurement frequency
Project Website	No. of visits per year	> 3000	Google Analytics	Twice p.a.
iProcure Security Platform	No. of visits per year	> 3000	Google Analytics	Twice p.a.
iProcure Security Platform	Number of new members in network	> 100	Google Analytics	Twice p.a.
Twitter	New followers	> 300	Twitter Analytics	Quarterly
Twitter	Active project tweets	> 200	Twitter Analytics	Quarterly
LinkedIn	New followers	> 200	LinkedIn Analytics	Quarterly
LinkedIn	Active project tweets	> 200	LinkedIn Analytics	Quarterly
Newsletter	Additional subscribers	> 200	Mailchimp	Quarterly
Newsletter	Posts	> 30	Mailchimp	Quarterly
Liaison activities	Amount of liaison activities (workshops, conferences, research papers)	> 10	Analysis	Quarterly
EMS Network	Number of members in the EMS network	> 200	Analysis	Quarterly
Open Market Consultation	Number of suppliers reached in mass invitation to OMC	> 1200	Analysis	Once
Open Market Consultation	Number of multiplier organisations involved in mass mailings for invitation to OMC	> 30	Analysis	Once
Open Market Consultation	Number of suppliers taking part in the local OMC events	> 15	Analysis	Once
Open Market Consultation	Number of suppliers taking part in the international OMC event	> 50	Analysis	Once
Open Market Consultation	Number of suppliers invited for participation in matchmaking platform	> 250	Analysis	Once
Open Market Consultation	Share of suppliers using the matchmaking platform	> 60%	Analysis	Once
Observer Board	Number of procurers in the Observer Board	> 8	Analysis	Once
Observer Board	Number of meetings/calls/webinars with Observer Board	> 4	Analysis	Once
Final Event	Number of participants in final event	> 80	Analysis	Once

## 10 Measures to reach Target Audience

Table 8: Measures to reach Target Audience

Target Audience	Communication Tools and Channels
<b>Procurers</b>	<ul style="list-style-type: none"> <li>• Intranet section on the website providing an intra-project communication platform, enabling sending emails (e.g. project circulars), storing and downloading documents</li> <li>• Regular conference calls for sharing project progress and discussions on different topics</li> <li>• Project events and meetings</li> <li>• Regular Workshops and Focus Groups</li> <li>• Simulation days</li> </ul>
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>• Open Market Consultations</li> <li>• Promotional and information materials (factsheet, leaflet, brochure, newsletter, press releases, briefing papers, information on project progress, etc.)</li> <li>• Mass mailings</li> <li>• Newsletters</li> <li>• Fairs</li> <li>• Project website</li> <li>• iProcureSecurity PCP Social Media Accounts</li> </ul>
<b>Opinion Leaders</b>	<ul style="list-style-type: none"> <li>• Publications of articles and papers, presented at conferences, published in journals, books or by means of the project website and made available through scientific databases</li> <li>• Invitations for project focus groups, trainings, experimental labs session, dedicated discussions, etc. when appropriate and applicable</li> <li>• Promotional and information materials (factsheet, leaflet, brochure, newsletter, press releases, briefing papers, information on project progress, etc.)</li> <li>• Best practice documents and project deliverables</li> <li>• Project website</li> <li>• iProcureSecurity PCP Social Media Accounts</li> </ul>
<b>Patients and Patient Advocates</b>	<ul style="list-style-type: none"> <li>• Invitations for project focus groups, trainings, experimental labs session, dedicated discussions, etc.</li> <li>• Promotional and information materials (factsheet, leaflet, brochure, newsletter, press releases, briefing papers, information on project progress, etc.)</li> <li>• Project website</li> <li>• iProcureSecurity PCP Social Media Accounts</li> </ul>

	<ul style="list-style-type: none"> <li>• Personal communication of relevant information by a designated person when appropriate and applicable</li> <li>• Invitations for the project conference (to selected outstanding professionals)</li> </ul>
<b>Observer Board</b>	<ul style="list-style-type: none"> <li>• Invitations for project focus groups, trainings, experimental labs session, dedicated discussions, etc. when appropriate and applicable</li> <li>• Differentiated direct mailing on the iProcureSecurity PCP project's progress and information on highlights</li> <li>• Promotional and information materials (factsheet, leaflet, brochure, newsletter, press releases, briefing papers, information on project progress, etc.)</li> <li>• Personal communication of relevant information by a designated person when appropriate and applicable</li> <li>• Presentations of the project and project progress organized on an ad hoc basis if and when appropriate and applicable</li> <li>• Best practice documents and project deliverables</li> <li>• Publications of articles and papers, presented at conferences, published in journals, books or by means of the project website and made available through scientific databases</li> <li>• Project website</li> <li>• iProcureSecurity PCP Social Media Accounts</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>• Press releases for direct dissemination of information on project outputs</li> <li>• Promotional and information materials (factsheet, leaflet, brochure, newsletter, information on project progress, etc.)</li> <li>• Announcements and invitations for project workshops and conferences</li> <li>• Individual consultations to journalists (if there are any) upon demand</li> <li>• Project website</li> <li>• iProcureSecurity PCP Social Media Accounts</li> </ul>
<b>Policy Makers</b>	<ul style="list-style-type: none"> <li>• Press releases, briefing papers and memoranda</li> <li>• Differentiated direct mailing</li> <li>• Promotional and information materials (factsheet, leaflet, brochure, newsletter, information on project progress, etc.)</li> <li>• Personal communication of relevant information by a designated person when appropriate and applicable</li> <li>• Presentations organized on an ad hoc basis if and when appropriate and applicable</li> </ul>

	<ul style="list-style-type: none"><li>• One-to-one meetings with experts, expert groups and/or official representatives</li><li>• Invitations for the project conference and/or other public events</li><li>• Project website</li></ul>
<b>General Public</b>	<ul style="list-style-type: none"><li>• Press releases, briefing papers and memoranda</li><li>• Promotional and information materials (factsheet, leaflet, brochure, newsletter, information on project progress, etc.)</li><li>• Project website</li><li>• iProcureSecurity PCP Social Media Accounts</li></ul>



## 10.1 Communication and Dissemination Actions and Timeline

The plan below depicts the planned communication and dissemination actions for the iProcureSecurity PCP project, ensuring a constant flow of actions for the full project duration.

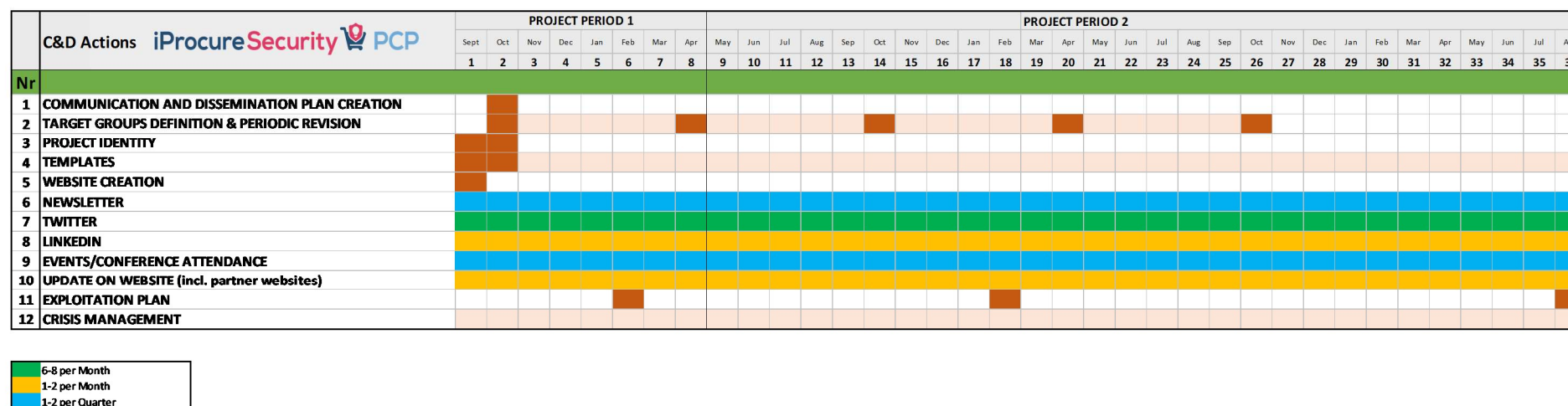


Figure 6: Communication and Dissemination Action Plan

## 11 Visual Identity

A media kit has been created and made available to all partners via the project's central information hub. It includes a wide variety of dissemination support materials such as business cards, leaflets, roll-ups and an identify kit.

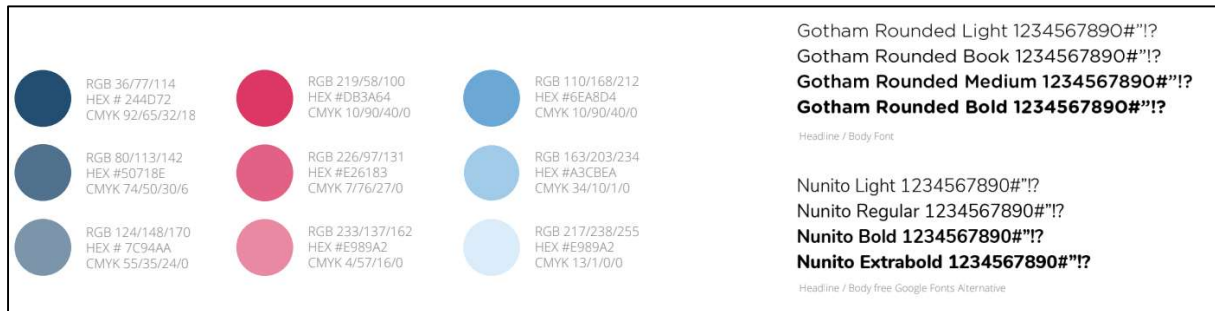


Figure 7: Visual Identity

### 11.1 Project Logo

One important tool for making the iProcureSecurity PCP brand visible and give a coherence to the overall communication process through a homogeneous image is the project identity, starting from the project logo:



Figure 8: Project Logo

### 11.2 Templates

Templates for presentations and deliverables have been created in order to ensure a standardised external and internal appearance, also contributing towards the project's recognition:

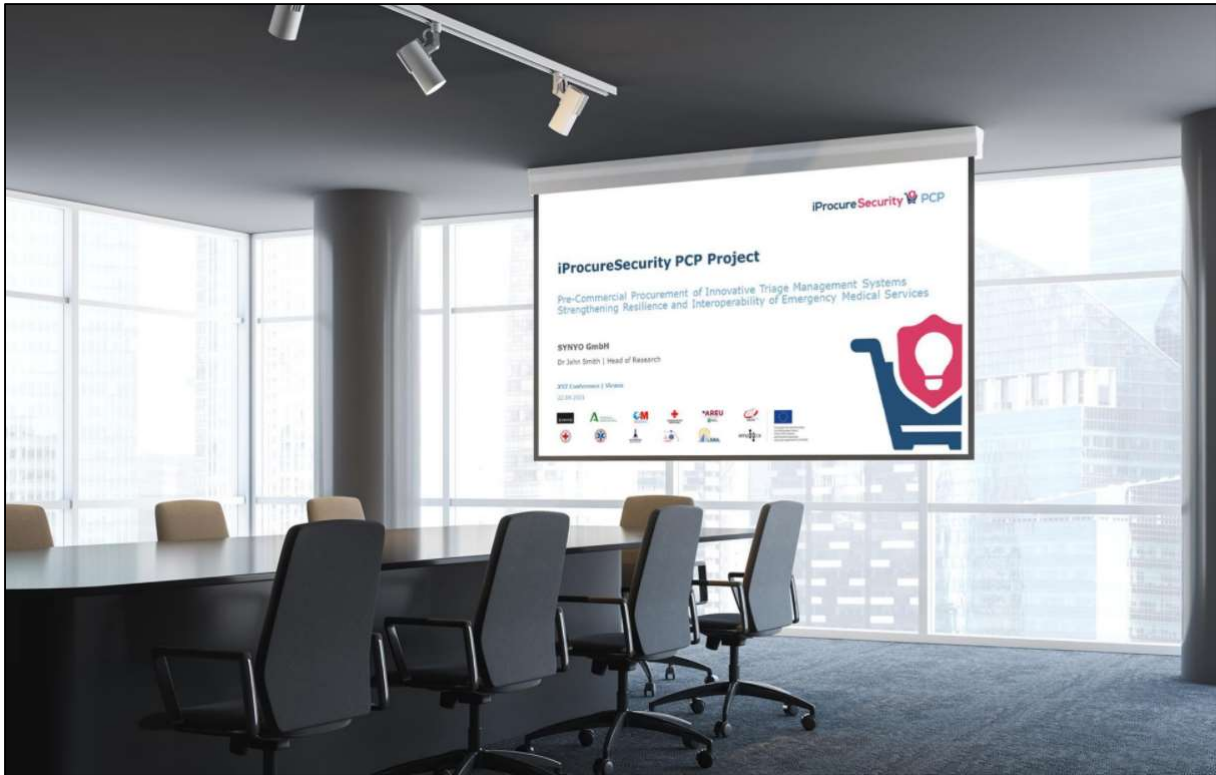


Figure 9: Presentation Template



Figure 10: Website QR Code

### 11.3 Promotional and Information Materials

Promotional and information materials are readily available such as a fact sheet, providing an overview of the project and its objectives:

**iProcureSecurity PCP**

**Pre-Commercial Procurement of Innovative Triage Management Systems Strengthening Resilience and Interoperability of Emergency Medical Services**

**PROJECT BACKGROUND**

The iProcureSecurity PCP project is based on a preceding EU-funded Coordination and Support Action (CSA), which identified main capability gaps and innovation needs of the EMS Ecosystem in Europe and created a pan-European network of practitioners. Especially triage management used during mass casualty incidents was identified as a domain with high potential for innovation. Consequently, the iProcureSecurity PCP project will focus on the following challenge:

**Improve triage scenarios through a flexible triage management system that provides:**

- a quick and accurate overview of casualties and their status;
- decision support for better allocation of available resources and quicker support for casualties;
- improved interoperability with other first responders and relevant actors;
- reduced handover times between ambulance transport and hospitals, as well as;
- insights for quality assurance and training measures.

**WHAT IS A PCP PROJECT?**

In the Commercial Procurement (PCP) projects procurers provide funds to suppliers to procure R&D services and develop tailored solutions that are not yet available on the market. The PCP is co-funded by the European Commission and is divided into competitive phases, in which suppliers develop their solutions to address the procurement challenge. For technology and solution providers, especially SMEs, a PCP creates the unique opportunity to partner with a launching customer which expands their market competitiveness and brand visibility, but also supports their long-term business planning.

**OUTCOMES**

The technical platforms established during the iProcureSecurity PCP will increase the efficiency and reliability of the triage process by creating a detailed, continuous digital triage documentation for every potential victim encountered during an emergency situation, without disruptions. The platforms will hereby provide the technical means to document the outcome of the initial primary triage and additional triage steps, which potential treatment victims receive on site, up to the transportation to the hospital. This diminishes the administrative effort for emergency medical services (EMS) personnel and allows them to focus on their prime responsibilities. In addition, it reduces the potential error rate of transcribing information to a digital system manually and by continuously maintaining a digital record which documents any procedures or treatments on site. Further, a consistent documentation basis is available to optimise the handover for transportation and hospital care.

**PROJECT FACTS**

**Duration**  
03/2021 to 05/2024

**Programme**  
Horizon 2020  
SU-GM02-2018-2020 (PCP)

**Grant ID**  
101022061

**Coordinator**  
SYNDY GmbH

**Partner**  
Empresas Públicas de Emergencias Sanitarias / Servicio Madrileño de Salud / Österreichisches Rotes Kreuz / Azienda Sanitaria Locale Benevento / Agència Regional d'Emergència Urgència / Εθνικός Κέντρο Στεφάνης / Εθνικό Κέντρο Αμεσών Νοσημάτων, Ινστιτούτο Βιολογικής Σελήνης, Κέντρο Μελέτων Ασφάλειας / Acl Affet Anabolina / Iskreni Drenski / emphrica Gesellschaft für Kommunikations- und Technologieforschung mbH

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This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101022061

**Partners:** SYNDY, Acl Affet, AREU, emphrica, etc.

Figure 11: Project Fact Sheet

## 11.4 Social Media Banners

Appropriate sizes for social media channels have been created:

**Twitter Header 1500 x 500 px**

**Profile Image 400 x 400 px**

**Twitter Posts 1024 x 512**

**iProcureSecurity PCP**

**Pre-Commercial Procurement of Innovative Triage Management Systems Strengthening Resilience and Interoperability of Emergency Medical Services**

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Figure 12: Social Media Banners

## 11.5 Partner Images

The partners of the project have also provided the consortium with relevant images from their organizations that can be used for dissemination activities.





Figure 13: Partner Images (Example: ARC)

## 12 Crisis Communication

Central to any research undertaking and especially in the security domain, is a pre-defined set of communication guidelines that each partner agrees on and can fall back on when needed. With this aim, this report includes a communication and crisis management manual, which will follow below. The main aim of the strategy is to offer the guidelines that allow an efficient, positive and rapid response to any crisis that might occur in the development of the project.

### 12.1 The crisis and its management

A crisis situation is any event that disturbs the normal course of our actions, which could seriously damage the brand of our project and its reputation as well as the credibility of our consortium and the organizations and institutions that make it up. Sometimes a crisis can be foreseen, others will arrive without warning. In either case, the key to resolving this situation will be in the management we carry out of it. This management is ineluctably due to a previously planned communication plan that allows us to act quickly. The crisis does not wait for us to plan our strategy.

In these scenarios the time of action is fundamental. We cannot delay the first response beyond two hours since it has been published either by the media or through social networks. We will have to define what the dangers are and define our outputs in those situations; we need to define the most

suitable contents of our communications and the channels that we are going to use as well as the temporality of these.

## 12.2 Types of crises

Although the typology of crises responds to varied problems, in this case they can respond fundamentally to two types:

**Corporate or negative perceptions:** a crisis of image, internal problems, leakage of confidential information, etc.

**Crisis arising from legal problems:** investigations by some governmental institution change of regulations, fraud, etc.

The crises that the project could face may be of different magnitude, depending on the damage that may cause on the projects and involved organizations brands.

**Low level:** It is limited to the local area, to a zone or country of one of the partners of the project, with a lower level of repercussion. In this case, those responsible will notify the consortium and a follow-up will be established, keeping the alert in case it could lead to more serious actions. In these cases, it is not necessary to activate the Crisis Committee right away.

**Medium level:** Those that affect the local level, in some of the countries where the project is implemented through its partners and generate interest of the media and / or groups and / or authorities, and have an impact on the image of the project. The Consortium's Communication Officers and the consortium must be informed and action must be taken to show the significance of the event and to act accordingly for securing the project's image.

**High level:** Those that affect at an international level the image of the Project and the Consortium. In this case we must act in a coordinated way in the countries where the project is implemented and immediately activate the Crisis Committee to manage the crisis in order to avoid damages.

When facing a crisis, the before, during and after the crisis must be taken into account. Following the report will present the guidelines for the crisis communication officers:

### BEFORE

- This stage is fundamental for the development and results of the problems that we may have during the crisis.
- Design and discuss the crisis communication manual that our consortium understands is the most appropriate for our project and assume it as its own by all partners.
- Define and develop a network of contacts and allies that will help us to develop and disseminate the results of our project. With them we will maintain a smooth and periodic communication.
- Establish relationships with media and journalists that allow us to spread our project. This prior contact, through press releases, newsletters or opinion articles, will allow us to have a relationship that avoids distrust to a certain extent.
- In the same way we have to act in social networks, developing a good communicative action that loyalty to our followers and get new followers. Twitter is usually the first place where we will get aware of a critical situation.

- In this time before the crisis, the spokespersons should be trained in how to effectively broadcast messages in the media.
- In the same way, the people who make up the Communication Committee should develop a compact and coordinated team that avoids situations of lack of coordination, duplicity of actions, contradiction of messages or lack of information on certain areas where the project operates.

#### **DURING**

- Our first action will be to set up the Crisis Committee and to go to the press with an institutional statement that will also be spread on social networks and on our website.
- Our speed will avoid the most dangerous thing that exists in a crisis: the 'rumor'. If we do not inform, the media and networks will look elsewhere.
- And although the speed of response is paramount, it is equally important that our output does not comment any kind of failures. Hence our precision and caution in everything we distribute are crucial.
- Our initial statement will respond by providing our name, organization, project and confirmation of the incident, referring to subsequent communications from our organization.
- This first release will give us some hours to gather information and learn more about what happened.

#### **AFTER**

Some of the key points after the crisis would be:

- 'After' time corresponds to the overall evaluation period of the effectiveness of our crisis plan and its implementation.
- This time is also important for our consortium because the assessment we make of our performance throughout the process will allow us to adjust our crisis plan for future cases.
- The assessment will also help us to evaluate our communication action during the normal periods of the project.

### **12.3 Crisis committee**

In order to tackle potential problems in terms of public relations and public communication, a crisis communication committee will be established. The main point of contact of each consortium member shall also act as the crisis communication committee's point of contact ("Crisis Communication Officer") and appoint other members of the organization in his/her lieu.

The Crisis Committee is an institution that will carry out all the actions developed by the iProcureSecurity PCP consortium during the crisis. The Crisis Committee shall never act in silo and always keep the full consortium in the loop. Given the representation of each consortium member in the Crisis Committee, the involvement of the complete consortium shall be achieved.

#### **When and how is the Committee constituted?**

It is constituted when any member of the consortium understands that there has been a fact that can lead to a crisis, or what could be the first sign for a crisis for the iProcureSecurity PCP project. The



partner organization that detects the problem will promptly contact the Committee's Director who, after establishing a first evaluation of the problem and understanding that it may result in a detriment to the project, will convene the Crisis Committee with the greatest urgency.

## 12.4 Activation of the committee

The Committee will be activated in the following sequence:

- A) Knowledge of a problem/event that could go to a crisis.
- B) Inform the responsible person of the partner organization where the problem has been detected and analyse the seriousness of the incident.
- C) Inform SYNYO.
- D) Assess the seriousness of the event/problem and its consequences. If requested, activate the Crisis Committee and the different structures previously mentioned.
- E) The Crisis Committee will communicate and proceed depending on the urgency.

## 12.5 Phases of action

Once the Crisis Committee has been constituted and convened, the different phases that must be developed are established:

- A) Collect as much information as possible about the event that has caused the crisis.
- B) Define as concretely as possible the problem and its derivatives, taking into account the following questions:
  - What happened and where is the problem?
  - Since when is it emerging and where did we learn about it?
  - To what extent does it affect third parties and with what severity?
  - To what extent is our consortium involved in these events?
  - To what degree can this fact be addressed, with what means and within which timeframe?
  - Where can we get more information about the event itself and its consequences?
  - Who has the knowledge, besides ourselves?
  - If the media or social networks have reported this: How much did they already report and which role did they give our consortium?
  - How long might the crisis go on?
  - Who can be our allies for solving this situation?
- C) After answering these questions, the Committee will assess the seriousness of the problem it is facing.
- D) After the evaluation, the committee will establish the strategy for planning the phases to be undertaken within the different areas.

**Other actions to be carried out by the different areas of the committee:**

- Monitoring media and social networks.
- Contact with external partners and experts.
- Search for external help.
- Elaboration of a public map.
- Preparation of materials: Specific argument on the crisis, questions and answer documents.

Given the potentially sensitive nature of the project, a crisis communication structure has been put into place to act fast in case any matters arise. Further, all partners will receive a briefing and supporting material. Still, it is the consortiums strong intention to work proactive and communicate openly.

## 13 Conclusion

The deliverable provides an overview of the planned dissemination and communication activities for iProcureSecurity PCP. In case of unforeseen events, which require adaptations, the plan will be revised, monitored and updated during the course of the project. Furthermore, the Work Package Leader will provide support for the partners to widely disseminate and communicate the outcomes of the project. WP 9 includes 6 deliverables and 4 tasks, spanning across the full project duration of 36 months. The communication and dissemination activities have been initiated already, social media channels activated and first conferences attended. The importance of wide dissemination and communication of the project's results is well understood by all partners and adequate resources have been allocated.