RESEARCH PROJECT MANAGEMENT

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Communication and dissemination plan	
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Revision History Table		
Version n°	Issue Date	Reason for change
A01	16/03/2023	First draft
A02	30/04/2023	Final version
A03	09/06/2023	Fixed Final version (Added Glossary)
A04	30/11/2024	Corrected Web page URL; updated Advisory Board

INDIGO project has received funding from the European Climate, Infrastructure and Environment Executive Agency (CINEA) under the Horizon Europe programme under grant agreement No 101096055.

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Communication and Dissemination Action Plan

Project: 101096055

INtegration and Digital demonstration of low-emission aIrcraft technoloGies and airport Operations

INDIGO

Work package**:** WP7 - Project management

Deliverable: D7.1

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INDIGO project has received funding from the European Climate, Infrastructure and Environment Executive Agency (CINEA) under the Horizon Europe programme under grant agreement No 101096055.

List of abbreviations

EU	European Union
EC	European Commission
R&I	Research and Innovation
KPI	Key Performance Indicator
WP	Work package
TO	Task Owner
DHEP	Distributed Hybrid Electric Propulsion
LARW	Low Aspect-Ratio Wings
LAQN	Local Air Quality and Noise
LTO	Landing and Take-Off
TRL	Technology Readiness Level
SMEs	Small and Medium-sized Enterprises
UC3M	University Carlos III of Madrid
UST	University of Strathclyde
CIRA	Italian Aerospace Research Centre
GDPR	General Data Protection Regulation
ORE	Open Research Europe
AB	Advisory Board
PC	Project Coordinator
IEB	INDIGO Executive Board
PM	Project Manager
PMC	Project Management Committee
PO	Project Officer
WPL	Work Package Leader
AIEC	AI-Ethics Committee
MoM	Minutes of Meeting

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1. Executive Summary

The present document is a deliverable (D7.1) of Work Package 7 “Management, dissemination, exploitation and communication” within the EU funded project INDIGO: **IN**tegration and **D**igital demonstration of low-emission a**I**rcraft technolo**G**ies and airport **O**perations.

The document outlines the approaches, objectives, targets for the communication activities and results for sharing and further dissemination as well as types of actions, activities and tools for joint dissemination activities of the INDIGO project.

From the beginning of the project, a lot of weight was given to define an appropriate communication and dissemination strategy. As a result, INDIGO’s communication and dissemination strategy was created during the first months as part of the dissemination and communication plan (D7.1). The plan contains a detailed description of the project's strategy, communication and dissemination channels, tools and activities.

The aim is to support and multiply synergies in communicating the activities and results of the INDIGO project and to be instrumental for their visibility towards a variety of different audiences.

The document is structured in the following way: At the beginning, after a brief introduction, the communication and dissemination plan will be outlined followed by the internal communication plan and procedures. The rule of thumb for all EU funded R&I projects is the same: By receiving EU funding, beneficiaries are obligated to publicly disclose any type of non-sensitive information generated within the project. Public disclosure in other words is public communication. The document contains information on the project’s stakeholders and target audiences in view of communication. It further presents the project’s corporate identity, the project logo, the standard colours, the project’s font for written products and the most relevant templates. Finally, the monitoring of the activities (by using Key Performance indicators – KPIs) will be presented.

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2. Introduction

Dissemination activities are a core part of the INDIGO project. Clear, specific, and measurable objectives are key to the success of any communications strategy.

They will be aligned with major milestones to maximise the impacts of the project and in strong interaction with all the other work packages. They will be defined by the dissemination strategy, which must enable to answer to the key questions about dissemination.

The main objectives of the plan are:

- Guarantee an effective communication of the project messages and activities at Local, National and EU level.
- Identify appropriate target groups to address the dissemination messages.
- Implement a wide and differentiated set of dissemination tools and events.
- Identify the dissemination KPIs, useful to measure the effectiveness and efficiency of the activities conducted.
- Illustrate how the project will cooperate with other EU-funded projects or related initiatives.
- Define how the dissemination activities will be administrated.
- Assist INDIGO partners to implement correctly the communication strategy.

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3. Communication and Dissemination Plan

Work Package (WP) 7 will be responsible for the dissemination of INDIGO goals and will coordinate this task at a consortium level. To accomplish this objective, UC3M as WP7 leader will define the main guidelines for a high impact communication strategy and will work in close collaboration with the rest of partners.

UC3M, as project coordinator, will monitor the frequency of the publication of results, workshop organization, news and project evolution in terms of dissemination, leading the overall fulfilment of the objectives and the tasks defined in WP7.

To multiply the impact on the people involved and enlarge the community reached by this effort, INDIGO will develop links with aeronautical related organizations to engage them in the promotion of INDIGO's news and upcoming events. Hence, a wide and effective dissemination of results has been planned as one of the strong components of the project and all partners are committed to contribute.

INDIGO dissemination actions aim at communicating the project's objectives and results to a wide audience by promoting the adoption of project's results and demonstrating its impact, as well as by facilitating the exchange of information and the interaction not only with other related projects and initiatives but also with activities in industry, academia, and society as a whole.

INDIGO project is funded under the HORIZON-CL5-2022-D5-01 call. Hence, it is expected that visibility and communication actions should focus on development with the EU as partner and on the achievements and impact of the action, not on administrative or procedural milestones.

In order to maximize the impact of communication efforts:

- Activities need to be carried-out in a timely manner
- Information used must be accurate
- Activities should be coordinated closely with the Commission
- The right audience(s) should be targeted
- Messages should interest the target audience(s)
- Activities should be appropriate in terms of resources spent, timing and expected impact

4. Communication Plan

4.1. Communication Strategy

During the first three months of the INDIGO timeline in WP7, a set of tools, methodologies and communication flows addressing the external audience have been thoroughly selected and tailored to the context, considering the existence of a main objective, and multiple secondary goals specifically defined according to different local, national and European levels, diversity of targets or the level of interaction sought.

4.2. Communication Messages

There are a number of main relevant messages identified to be shared from the very beginning of the project, but other key messages will be added on the revisions of this Communication Plan.

The key messages are slightly revised to better reflect what the audience should remember of the project. From the very beginning, and until the first deliverables will be accessible and ready to disseminate, the key messages will be focused on three major assets of the project:

Main message: Reducing the impact that aviation has on climate and society.

Other key messages by category:

(A) GENERAL PURPOSE KEY MESSAGES

- INDIGO will promote a more efficient sustainable aviation.
- Draft an informed roadmap for the development and integration of DHEP-LARW to substantially reduce aviation impact on LAQN at the source

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- Significantly improved expertise in disciplinary and multidisciplinary context and the interaction of technologies for lower pollution and less noise
- Offer a more accurate picture of the possible scenarios for LTO-cycles and associated noise and pollution maps to drive policy makers in defining new regulations to cope with the future aviation and the net-zero ambition
- Improved tools and methods to assess LAQN for strategic planning and contingency management

SECTORIAL KEY MESSAGES

- INDIGO will support the development of digital models for future and non-conventional aircraft and their impact airport LAQN that naturally embed the concept of uncertainty.
- INDIGO will provide the technological elements with the potential to be more effective in improving LAQN.
- INDIGO will foster the development of traffic management methodologies to improve the air and noise quality near airports.

(C) RESEARCH RESULTS KEY MESSAGES

- INDIGO will improve the understanding of some fundamental physics mechanisms:
    - 1) the generation of aerodynamic noise for configurations with multiple propellers-wing-flap interaction
    - 2) the aerodynamic interaction of stationary and rotating lifting surfaces
    - 3) aerodynamic and flight mechanics performance of DHEP-LARW
    - 4) airframe design modification and optimisation to integrate DHEP engines and allow LAR wings
    - 5) the design of aeronautical hybrid electric power trains
    - 6) the mechanism of pollutants generation in combustion processes involving drop-in fuels.
    - 7) airport management and on ground mission strategies to improve the local air quality and noise footprint
- INDIGO will develop new numerical technologies for the analysis and integration of low-TRL technologies in relation to:
    - 1) the modelling of pollutants and noise emissions and their impact on LAQN for non-conventional airframes and propulsive systems
    - 2) the modelling of non-conventional aircraft aerodynamic-structural and flight dynamics performance
    - 3) airframe sizing and optimisation methodologies for efficient hybrid electric powertrain integration
    - 4) DHEP powertrain design and optimisation methods
    - 5) the formulation of a workflow for the optimal integration of aircraft technologies under TRL-related uncertainty.
- INDIGO will realise the following technical outcomes impacting on the aerospace sector:
    - The definition of a new and non-conventional mid-range aircraft featuring DHEP-LARW
    - An integrated digital model for emissions, noise and performance of a non-conventional mid-range DHEP-LARW aircraft
    - A quantitative analysis of the impact of selected aircraft technologies and airports operations on the LAQN for representative European airports
    - A roadmap for the TRL development of most promising DHEP-LARW technologies and their integration

4.3. Target Audiences

INDIGO project communications will extend from the most technical and experienced community working in the aeronautical sector, to the general public. In terms of communicating the project, its main findings and results, four major target groups shall be taken into consideration:

- SMEs and industry

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- Academia and research organisations
- Aviation authorities
- General public

4.3.1. SMEs and industry

Industrial companies and entrepreneurs are one of the main target groups of INDIGO. In terms of dissemination, they transfer ideas, concepts, and results of the research. Also, they provide valuable responses on the latest trends in the aeronautical sector from an economical point of view, evaluating solutions and results of the projects. This target group comprises large corporations and SMEs, as well as technology innovators and providers.

4.3.2. Academia and research organizations

Researchers in academia and research institutes focussed on: physics-based digital modelling and design, aircraft design, aerodynamics, engine technologies and noise assessment.

4.3.3. Aviation authorities

INDIGO will have an impact the regulatory processes in relation to reducing pollutants and noise emissions. Engaging with local airport communities and stakeholders with more realistic noise and pollution maps is the way to build social awareness and a positive attitude in embracing new aircraft concepts with different capabilities.

4.3.4. General public

Students and general public to increase public awareness of the project's objectives and activities related to sustainable aviation.

4.4. Communication Tools

The project coordinator, UC3M is in charge of the production of a diverse set of dissemination tools, both online and offline, that are the main instruments for INDIGO partners for a correct performance of communication actions.

4.4.1. INDIGO Visual Identity

As a first outcome, UC3M has designed a complete INDIGO visual identity, that is centralised on a clear INDIGO logo concept and a colour pantone (Figure 1). Posters and labels showing the INDIGO logo were developed and used for consortium meetings and activities advertising. Any official project documents and deliverable will include the logo in their headers. Merchandising and marketing gadgets showing the project logo will be produced and shared among the consortium partners and external audience to promote the project visual identity.

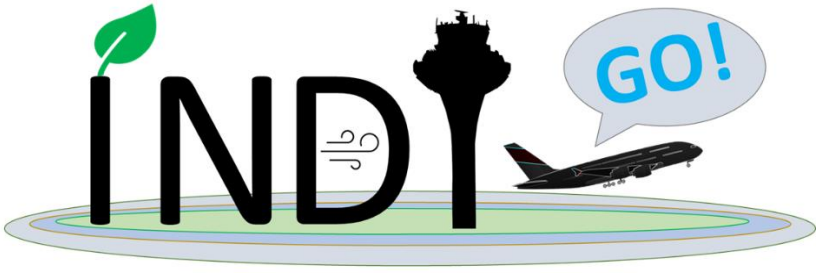

Figure 1: INDIGO logo.

4.4.2. INDIGO Website

The INDIGO website will contain the main information of the project. It will be developed by an external company under the responsibility of UC3M. The proposed domain of the website is https://indigo-sustainableaviation.eu/. A complete functional and operational website is foreseen for M6 and will be

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constantly maintained up to date with achievements, completion of milestones and deliverables, publications and organisation of workshops. This will also be complemented with a dedicated Wiki page on INDIGO methods and models to allow any interested stakeholder to reproduce INDIGO's results. Website efficiency will be underpinned by the criteria of:

- Usability
- Clear and accessible structure
- Content updating
- Accuracy in the content suitability

All partners will be requested to deliver contents for the website.

After the project conclusion the website will be online for 2 more years, during which the materials and results of the project will be available for Project Participants and for the public.

4.4.3. INDIGO Promotion videos

As part of INDIGO dissemination and promotion activities, a dedicated YouTube channel will be created that will become the platform through which webinars, short videos reporting on achievements will be broadcast to both a technical and non-technical audience.

4.4.4. INDIGO Social Networks

UC3M is heavily committed to the use of social media (such as Facebook, Twitter and LinkedIn) to reach out the young generations and engineering professionals. In compliance with the GDPR, researchers will be encouraged to enhance outreach through the use of EC tools such as www.openaire.eu.

Twitter and LinkedIn have been selected as the most appropriate social networks to promote the project achievements, news and outcomes. UC3M will act as moderator of the social profiles, that means, control and filter inadequate contents and monitor the suitability and relevance of the information to be published.

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5. Dissemination Plan

The dissemination means will consist of:

1) journal publications
2) workshops
3) the participation to and the organisation of conferences
4) EU project clustering activities
5) dissemination via Advisory Board and stakeholders.

A dissemination calendar will be kept up to date with a list of upcoming conferences as well as a running inventory of publications in key peer-review journals

*5.1.1. **Journal publications***

Each partner is engaged in dissemination in the form of journal papers. The content of each publication will be agreed by all members of the Consortium. Table 1 shows a list of selected journals, in which the investigators have extensively published – including editorial responsibilities. Open archives and Open Access Publications will be considered to increase the visibility and citation index.

A candidate repository plataform for public documents is also ORE, Open Research Europe (ORE), the EC's open access publishing platform, for partner in a Horizon Europe or Horizon 2020 project, or a grantee of a European Research Council action or Marie Skłodowska-Curie action. ORE is a destination for publishing research, making it immediately open access, and having it peer-reviewed and ultimately indexed.

Table 1: Targeted scientific journals for dissemination.

Journal Name	Subject of the publication
Progress in Aerospace Sciences / AIAA Journal / Journal of Aircraft, CEAS Aeronautical Journal	Concept and optimised aircraft integrating LARW and DHEP
International Journal on Turbomachinery Propulsion and Power / AIAA Journal on Propulsion and power	Concept definitions and performance modelling of SAF/JetA propulsion based on turbopropellers
IEEE transactions on transportation electrification	Methodology for efficient design of electric power system architectures for distributed propulsion
Computers and Fluids / Journal of Fluid Mechanics / Journal of Fluids and Structures	Modelling and study of the aerodynamics, aeroacoustics and aeroelasticity of LARW and DHEP concepts
Engineering Optimisation / International Journal of UQ	Multidisciplinary integration under TRL-informed uncertainty
Journal of Computational Science	High-fidelity modelling and simulation of chemical dispersion over airport local area
Structural and Multidisciplinary Optimisation	Multidisciplinary optimisation of systems and/or structures

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5.1.2. *Workshop*

UC3M will lead and host an initial and final workshop (**W00** and **W03**) in Madrid (ES). They will take place at M01 [1]and M36 and will respectively kick-off the project and provide a final summary of INDIGO. Two additional workshops are also planned, each one composed of a session open to INDIGO and AB members to discuss critical decisions, and one open to the general public and broadcast live presenting achievements and perspective. Also, it will possibly held dedicated aimed at promoting clustering, see section 5.1.4. The **first workshop (W00)** has already taken place in March in Madrid (ES) and it was hosted by UC3M. It was focused on the definition of the conceptual aircraft geometry and the first, very low-level analysis of its impact on the LAQN. The workshop held the discussion of the first Dissemination and Communication Action Plan draft and the presentation of the project visual identity. The second workshop **(W01)** will take place at M12 in Capua (IT) and it will be hosted by CIRA. It will cover the approach to integration of DHEP on LARW airframe and the analysis of the TRL of different technologies at the aircraft level. **W02** will be held at M24 in Strathclyde (UK) and hosted by UST; it will focus on the results of robust optimization and sensitivity analyses.

5.1.3. *Conferences*

A list of most relevant conferences selected for dissemination is reported in Table 2. The participation to more conferences will be considered in due course.

Table 2: Selected Conferences for dissemination.

Conference	Focus of the Event	Size / Audience
AIAA Scitech	Main event for applied aerodynamics, aerostructures, aeroelasticity, optimisation & design	~1000, international community
IFASD	International Forum for Aeroelasticity and Structural Dynamics	~250, international community
AIAA Aviation	Main event for applied aerodynamics, aerostructures, aeroelasticity, optimisation & design	~1000, international community
AIAA/IEEE ITEC +EATS	Main conference on transportation electrification	700, international community
DLRK	German Aerospace Congress	200-300, aerospace community incl. politics
EUROGEN	Thematic conference devoted to design optimisation in industrial problems	30-40, MDO track
ECCOMAS	State-of-the-art in scientific computing applied to engineering with sessions on aerospace design	50-60, MDO track
CEAS	Conference showing visions and trends in aeronautics and space science and technology	50-60, MDO track
ICAS	International Council of Aeronautical Sciences	500+, decision makers, scientists

[1] An online KO meeting was scheduled, followed, on M01 by a hybrid in-person and virtual meeting

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SU2 annual conferences	Annual meetings showcasing the latest advances in the open-source SU2 CFD code.	50-100, CFD methods for aerodynamics
EASN International Conference	Innovation in Aviation & Space for opening New Horizons	~500, aerospace community incl. politics
ATRS World Conference	Air Transport Research Society World Conference	~300, international community
ATM seminars	Air Traffic Management Research and Development Seminar	~300, international community

5.1.4. EU project cluster activities

Following the suggestion from the EU Project officer, a dissemination cluster of the five projects granted from the HORIZON-CL5-2022-D5-01-12 call was established. The consortia constituting the cluster are:

- HOPE
- INDIGO
- MYTHOS
- NEEDED
- PANDORA

The cluster will be responsible for organising joint workshops, which could have a conference format with public sessions (also in hybrid format such as streaming, for example, therefore not for scientific communication but for a dialog with the public). A common plan will be defined among the different consortia to align time intervals with project duration as not all the projects have the same duration) and with already planned activities. A concrete plan will be developed by the end of April 2023.

6. Internal Dissemination and Communication

Each partner will also take further action to provide dissemination internally to their organisation. One critical role of the members of the Advisory Board will also be to contribute to the dissemination activities of INDIGO. By capitalizing on their role and international resonance, specific training/showcasing events will be agreed in due course with AB members and relevant stakeholders such as top-notch research institutions and industries with which partners have already collaborated in the past.

UC3M as Communication and Dissemination Leader will work for an effective communication and dissemination strategy under the following responsibilities:

- Inform to all the consortium members about the progress and results of the project.
- Coordinate all the communication and dissemination activities among the consortium members.
- Define the communication and dissemination strategy and execute them.

To these aims, the main communication tool used for internal communications among the consortium members will be the e-mail. To better target every communication, a mailing list in the private area of the project website was created including detailed information about the role of partner's main contacts that should be contacted depending on the purpose of the communication: technical/project organizational issues, administrative and financial issues, and dissemination issues.

During the periodic planned meetings (every 6 months), UC3M will coordinate the communications aspects of the project in every country, as well as evaluate the performance of the dissemination plan and undertake correcting measures when needed.

7. Evaluation and Monitoring

Communication and dissemination activities will be monitored according to a set of quantitative and qualitative success indicators. The evaluation of communication activities will determine the degree to which the

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communication objectives have been reached, and the relationship between the outcomes and the efforts made to reach the goals. This analysis will help the project to better understand facilitators and barriers of a successful communication and will serve to refine the communication activities accordingly. The following Key Performance Indicators (KPIs) and their related threshold valuers were identified for different communication and dissemination activities:

- Scientific journal articles: number of citations; quality threshold ≥ 5
- Organised conferences: number of participants; quality threshold ≥ 30
- Attended conferences: number of technical questions and contacts; quality threshold ≥ 3
- Workshops: Engagement from potential new stakeholders; quality threshold ≥ 2
- Workshops open to public: number of public attendees; quality threshold ≥ 40
- EU project clustering activities: number of organised events; quality threshold ≥ 2
- INDIGO Internet site: number of monthly visualisations; quality threshold ≥ 50
- LinkedIn page: number of monthly followers; quality threshold ≥ 100
- Project YouTube channel: number of monthly visualisations; quality threshold ≥ 50
- Project Twitter page: number of monthly posts; quality threshold ≥ 4

KPIs measurement matrix for monitoring, updating, and evaluation of the communication and dissemination actions has been proposed in Table 3.

Table 3: KPIs measurement matrix for communication and dissemination activities.

Date	Category of the activity	Partner	Description	Relevant Links	Impact indicators
In progress	Dissemination	RIGA	Article on Riga's Airport involvement in INDIGO to study low-emission aircraft technologies and their potential impact on airport surroundings.	https://www.airportsinternational.com/article/riga-studies-low-emission-impact	
In progress	Clustering	All	Mutual linking of cluster projects logo and Cordis webpages on respective websites	https://www.airportsinternational.com/article/riga-studies-low-emission-impact	
6-9/09/2023	Dissemination	UC3M or CIRA	13th EASN International Conference on "Innovation in Aviation & Space for opening New Horizons"	https://easnconference.eu/	

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8. Communication procedure

This section describes any communication methods to be used within the INDIGO consortium. The communication procedure used for the INDIGO project are aligned with the common methods used by UC3M to coordinate European and national projects. No variances are foreseen from the University Carlos III of Madrid project management and communication standards. This section contains all the information related to the project Communication Management Approach [1]. The Communication Management Approach is one the documents created at the start of the project by the project manager and is then used by the project manager as a guideline on how to communicate with stakeholders (both internal and external to the project) during the project. Therefor the section includes such an information as: the different types of stakeholder in the project, whether they support or oppose the project, the type (format) of information to communicate, when and how often to communicate, etc. The Communication Management Approach facilitates engagement with stakeholders through the establishment of a controlled and bi-directional flow of information.

8.1. Roles and responsibilities

Figure 2 shows the Indigo project governance structures. Different roles and responsibility with respect to the communication strategy and described below:

- Rauno Cavallaro, the Project Coordinator (PC) is the single point of contact for the European Commission and is responsible for the identification of any project stakeholder. The PC will be accountable for communicating to the consortium any direction and guidance from the Project Officer (PO) of the EU JU.
- The INDIGO Executive Board (IEB) consisting of a member for any partner institution, will approve the entire dissemination and communication plan and will supervise the project manager communication activities. The IEB will define the Key Performance Indicators (KPIs), related to communication and dissemination.
- Andrea Cini, the Project Manager (PM) will be responsible for the Dissemination and Communication plan delivery. A core part of the PM role is to be responsible for all the internal communication and the deliverable to the EU.
- The AI-Ethics committee (AIEC), created to ensure compliance of all the activities in developing and using AI-based algorithms with the EU guidelines on trustworthy, will be responsible for any communication relater to artificial intelligence.
- The Work Package leaders (WPL) are responsible for reporting to the PM any activities performed within their WP.

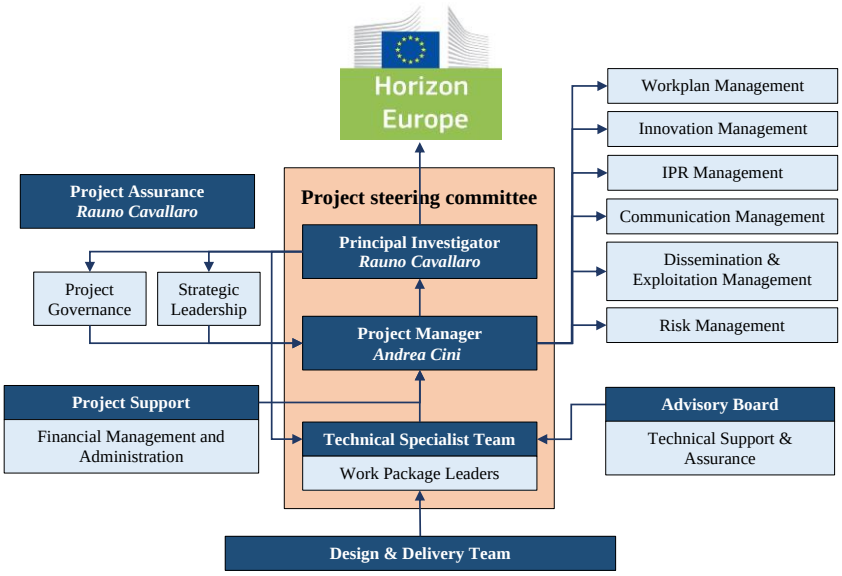

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Figure 2: INDIGO project managment structure.

8.2. Tools and techniques

Different project communication techniques and tools are listed below:

- The overall project strategy, management and control policy, managing dissemination and exploitation plan will be discussed by the IEB in dedicated online meetings held by means of Microsoft Teams.
- Activities, related to the use of Artificial Intelligence, will be discussed by AIEC in dedicated online meetings held on the Microsoft Teams platform.
- INDIGO internal technical communication will be realised by means of dedicated progress review meetings between the PM and the WPLs. Progress review meeting will be held online using Microsoft Teams as online meeting platform.
- Daily technical progress within a single WP will be discussed by WP Leaders (WPL) in dedicated online or face-to-face meetings with Task Owner (TO). In case of inter-WPs interaction, the WPL can schedule dedicated meeting including the other WPL, and/or relevant TO, and the PM. The online meeting platform will be Microsoft Teams.
- Task Owner (TO) will schedule online or face-to-face meetings with other task participants. Microsoft team or any other platforms can be used to hold online meetings.
- All the other communications will be transferred by emails. Different project distribution lists will be used according to the different communication audience. The following distribution lists were created for different communication levels:
    - IEB: members of the IEB
    - Project Management Committee (PMC): PC, PM and all WPLs
    - AIEC: members of the AIEC
    - All partners
- The online reporting with the EU will be performed according to the INDIGO grant agreement [2] using the UE reporting portal.
- The PC will use the emails for all communication targeting the PO or the Advisory Board members.
- The PM will use the project Microsoft Teams or the emails for all INDIGO internal communication and project documentation.
- The consortium members will use the project Microsoft Teams or the emails for all INDIGO internal communication and communication with the PC and the PM.

8.3. Records

The following communication records will be required and stored in the following repositories:

- Project deliverable documents: EU portal and project Microsoft Teams file repository.
- IEB Minutes of Meeting (MoM): project Microsoft Teams file repository
- AIEC MoM: project Microsoft Teams file repository.
- Progress review MoM: project Microsoft Teams file repository.
- Meeting presentations: project Microsoft Teams file repository.
- Governance, Progress and AIEC meetings tasks registry: Microsoft OneNote session in project Microsoft Teams.
- Internal and External Communication emails: Email dedicated inbox category.
- Distribution lists: project Microsoft Teams file repository.
- The consortium members will use the project Microsoft Teams or the emails for all INDIGO internal communication and communication with the PC and the PM.
- Project management documents: project Microsoft Teams file repository.

8.4. Reporting

Table 4 lists INDIGO reports on the communication process that are to be produced, including their purpose, timing and recipients.

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Table 4: INDIGO communication reports.

Report Name	Timing	Recipient
Dissemination and communication Action Plan	M3	EU
Project internet site	M6	Public
Project social media platform	M6	Public
Data management plan	M6	EU
Midterm financial report	M18	EU
Midterm technical report	M18	EU
Midterm communication report	M18	EU
End project financial report	M36	EU
End project technical report	M36	EU
End project communication report	M36	EU
Exploitation roadmap	M36	Stakeholders
Project newsletter	2 per year	Public
Issue report	Anytime	PM/IEC
Risk report	Anytime	PM/IEC
Continuous dissemination and communication online report	Anytime	EU

8.5. Timing of communication activities

When formal communication activities are to be undertaken is listed below:

- Meetings of governance bodies
  - IEB: twice a year
  - PMC: twice a year
  - Progress report meetings: Monthly
  - WP dedicated meetings: fortnightly
  - Task meeting: weekly

The meeting frequency can vary according to explicit requests or identified management or technical criticalities jeopardising the project delivery time and quality.

8.6. Stakeholder analysis

The PC is responsible for the identification of all the potential Project stakeholders and their analysis. The stakeholders, identified within INDIGO and their involvement into the project are listed below:

- Consortium member: Technical delivery
- Project officer and EU: Reporting target, supervision and guidance
- Advisory Board members: Supervision, guidance, technical impact and exploitation
- Public: dissemination, public awareness, societal impact
- Additional academic stakeholders: further academic impact and exploitation
- Additional Industrial stakeholders: further industrial impact and exploitation

An Advisory Board (AB) will represent a direct point of contact of INDIGO with relevant stakeholders. The AB would ensure that the developments of the project align with the expected outcome of the call and

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introduce concepts and methodologies that will support the stakeholders' ambition, the EU industrial roadmap and R&I activities towards a future clean aviation. The AB is composed as in Table 5. The involvement of industrials such as AIRBUS, SAFRAN and Dowty would promote the injection of INDIGO's achievements in the current industrial initiatives in programmes such as Clean Aviation in relation to the development of ultra-efficient wings and hybrid electric propulsion. The connection with Airport Regions Council brings to INDIGO the airport dimension on a broad European scale and ensures local authorities and citizens living near airports environmental and health concerns can benefit from the project. Academic participation to the AB will ensure INDIGO will remain committed to introduce scientific and technological innovation. The AB members will be invited to participate in dissemination and communication workshops, will take part to review meetings with the EC Project Officer, review deliverables and progress towards milestones and deliverables.

Table 5: INDIGO's Advisory Board members and affiliation.

Advisory Board member	Organisation name	Type	Country
Sven Lanzan Ferran	AIRBUS Defence and Space	Aircraft Integration manager	SPA
Phil McGoldrick	SAFRAN Electrical and Power	Engine manufacturer	UK
Jonathan Chestney	Dowty Propellers	Propeller manufacturer	UK
Alexandra Covrig	Airport Regions Council	Airport aggregator	BE
Sergio Ricci	Politecnico di Milano	Academia	IT
Massimiliano Vasile	University of Strathclyde	Academia	UK

References

[1] Murray A, Bennett N and Bentley C. Managing successful projects with PRINCE2, 2017 edition manual 2017 - TSO (The Stationary Office) – London

[2] INDIGO Grant Agreement - Project: 101096055 — INDIGO — HORIZON-CL5-2022-D5-01

[3] INDIGO Consortium Agreement - INDIGO Consortium Agreement, version 1.5, January 2023

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