



Large Scale Integrating Project

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**D17.2. PLAN FOR DISSEMINATING AND EXPLOITING
KNOWLEDGE BEYOND
SCIENTIFIC & ACADEMIC COMMUNITIES**

**WP 17: Industrial Digital Preservation technologies Outreach and Take-up
SHAMAN –WP17-D17.2**

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1. INTRODUCTION

The overall aim of the SHAMAN Integrated Project is to develop a next generation Digital Preservation (DP) framework. It is furthermore developing corresponding reference implementations of exemplar preservation tools for analysing, ingesting, managing, accessing and reusing information objects and data across digital archives based on standardized reference architecture. In terms of scientific and technological Objectives:

- SHAMAN will establish an Open Distributed Resource Management Infrastructure Framework enabling Grid-based Resource Integration, which is firmly grounded in a conceptual and technical reference architecture offering a more complete set of features supporting digital preservation than contemporary systems/approaches.
- SHAMAN will develop and integrate technologies to support Contextual and Multivalent Archival and Preservation Processes to enable proper preservation management and policies based on an understanding of available technologies, legal/societal requirements, and existing knowledge and user requirements.
- SHAMAN will support Managing of Future Requirements by safeguarding Interoperability with Future Environments based on evidence gathered through the characterisation of digital objects, their (metadata) context and their preservation environment, resulting in the evolution of preservation policies; and

Along the project lifecycle, exemplary Application Prototypes will be developed to investigate advantages and impacts of integrating SHAMAN new DP Component Technologies as well as legacy into New Application Solutions along SHAMAN Reference Architecture that extends OAIS. Validation of the SHAMAN framework viability is focused in three Application Trial Domains or crystallisation scenarios: Memory Institutions, industrial design & engineering and in e-Science.

Foreground created by means of RTD activities, and specially possibilities and opportunities arising from the creation of technological breakthroughs will actually make real sense – IMPACTS- only if an adequate critical mass of stakeholders becomes aware of them and convinced about their value as sources for innovative solutions. In practical terms, SHAMAN RTD activities are to be complemented and reinforced by performing a closely interlinked group of Dissemination & Exploitation activities along the Project lifecycle.

These activities are performed in accordance to two specific and tightly interconnected plans:

- A thorough **Dissemination Plan**, focused in conveying information to audiences beyond the Consortium boundaries, related to the design, performance and, specially, outputs of the Project, and
- The SHAMAN **Exploitation Plan**, aimed at shaping the exploitable results of the Project and configuring the conditions for the future commercial and non-commercial usage of Knowledge created by this Project.

From the perspective of the targeted audiences, SHAMAN distinguishes two major groups: the Scientific & Academic communities on the one hand, and socioeconomic stakeholders related to government and industrial sectors on the other. Given the differences among these two macro groups of stakeholders, in terms of needs, foreseen benefits, cultural traits and expected impacts, Dissemination and Exploitation of SHAMAN foreground has been structured in 2 different while closely interlinked and coordinated Workpackages: WP16 Scientific/Academic oriented Dissemination & Exploitation and WP17 Industrial DP Technologies Outreach & Take-up. In each WP we define an Exploitation Plan and its supporting Dissemination Plan.

This D17.2 document contains the first issue of the Exploitation and Dissemination Plans aimed at those groups of stakeholders who are likely to be interested in the future usage of SHAMAN enabled products and services to fulfil their requirements for long term management of digital assets. This segmentation includes companies in productive sectors ranging from manufacturing to services, together with governmental bodies, ranging from health and social security administrations to the more “usual” case of the Memory Institutions. In this regard, a subtle while relevant distinction must be made in terms of WP16 and WP17: There are cases of companies and institutions (e.g. National Libraries) where their specialised staffs are to be included in WP16 target groups, while senior management, business developers and financial officers are to be considered as part of WP17 targeted audiences.

D17.2 is by design a live document, which will be updated, enriched and expanded on a yearly basis along the next three years of the Project lifecycle. In other words, the initial operational conception and programming of activities will be periodically enhanced and refined according to the progress of the project and the evolution of the scenarios where the Plans are to be applied.

This issue of D17.2 is devoted to establishing the foundation for rolling out tasks timely along the rest of the project. The current version of the SHAMAN Exploitation Plan is focused on the one hand in setting up the analyses of the competitive scenario, as the context where SHAMAN outputs could be of value both for future industrial take-up endeavours as well as for future usage in non-commercial exploitation activities. And on the other hand, in creating the bases for starting to define specific SHAMAN exploitable outputs, extracted as results of combining expectations of Project partners with signals & indications arising from the analyses of the competitive scenario. In turn, the Dissemination Plan is guided by the basic principle of raising awareness among targeted audience groups, in order to boost further Knowledge & Experience sharing and transfer towards selected stakeholders, thus creating the conditions for a clearer and more effective formulation and implementation of Exploitation driven project tasks and activities.

SECTION I: SHAMAN EXPLOITATION PLAN

2. MARKET ORIENTED EXPLOITATION OF SHAMAN OUTPUTS

2.1. Basic contents of the Exploitation Plan

The exploitation components will be aimed on contributing to “pave the way” for the creation of new collaborative research endeavours and business models taking advantage of concepts, methodologies and tools derived from SHAMAN research breakthroughs yielding new technologies, products and services.

In this sense, exploring the likely impacts of Project outputs will provide feedback for making available solutions on a broader approach to new user demands, expectations and finally, requirements. (i.e. not only functionalities and usability but also on-going learning and training, trust and, as a synthesis, acceptability and proactiveness to adopt innovative techniques and advanced tools).

Therefore, main components of the Exploitation Plan comprise:

a. THE COMPETITIVE SCENARIO

- Identification and assessment of market shaping factors
- DP Demand side trends, early adopters and potential mainstream market segments identification and assessment. Forecasts on demand potential
- DP Supply players: Key players and their innovation paths; Market roles: technology suppliers / vendors / integrators; EU vs. USA analysis, emerging players; MNC vs. Academic suppliers vs. niche vendors and SMEs; current situation and likely trends over the next few years. From RTD to commercial solutions: DP from the viewpoint of contributing disciplines, methods and tools, potential bundling into products and services. Sector-based offerings.
- Pipeline: Current RTD efforts: main research lines, key foreseen outputs and their likely time-to-market
- Revolving assessment of competitive threats and opportunities
- DP perspectives: Market drivers and inhibitors; Initial supply side SWOT
- Perceived gaps and advances expected / needed for transforming RTD results into viable commercial solutions.

b. EXPLOITATION STRATEGY: SHAMAN ROADMAPPING

- Progressive definition refinement of the potentially exploitable outputs
- Progressive refinement of the exploitation vision: SHAMAN outputs positioning
- Development of individual (Partner level) exploitation plan and general strategies
- Consolidation of a common exploitation strategy (Synergy build-up)

c. EXPLOITATION STRATEGY IMPLEMENTATION

- Intended types of exploitation pursued
- Business models and strategic marketing mix
- Organisational design: Consortium partners and third parties involved in exploitation
- Strategic RTD roadmapping: Further RTD efforts required for boosting/securing longer term competitiveness of SHAMAN based solutions

2.2. Methodological approach for developing the Exploitation Plan

The formulation of the annual updates of the SHAMAN Exploitation Plan within the context of D17.2 requires the performance of activities focused, on the one hand “towards inside the consortium” , mainly in terms of roadmapping and strategic planning and, on the other hand, oriented towards the competitive scenario research and analyses.

Market Research

Externally oriented activities are mainly aimed at analysing the competitive environment for future development of Digital Preservation solutions, and the role SHAMAN based products and services could play in such markets. These involve the usage of market research techniques such as:

- Desk research
- Qualitative research to gather insights, enrich information, complete investigation hypotheses and get feedback from actual or potential DP adopters
- Quantitative research: questionnaire-based CATI / Web survey to gather massive information from a broader range of industries and sectors to validate findings.

Desk Research, to be used across the entire project lifecycle, is performed both by conventional printed means as well as Web based. Focused on getting the basic comprehensive quantitative (statistical) and qualitative information on DP technologies arena, potential marketplace for SHAMAN outputs as well as potential competitors. Major information sources comprise:

- Specialised info suppliers: Multiclient reports from ICT market intelligence companies e.g.. Gartner Magic Quadrants, Forrester Publications, IDC, Economist Intelligence Unit, etc.
- Industry Association journal, white papers and market studies
- Trade newspapers and magazines
- Published interviews with suppliers/users of DP solutions
- Industry reports regarding target groups and competitors (new services to be implemented, overall results of the target groups activities....)
- Public deliverables from RTD projects
- Conference/workshops/User Groups seminars proceedings
- Technology/Research oriented Roadmaps
- Publications from governmental bodies, esp. Information Society observatories
- Publications on ICT by corporate observatories and macro studies
- Publications on ICT legislation and innovation macroeconomic analyses,

Qualitative research techniques, such as in-depth interviews with major market actors and domain experts, will be used from year 2 onwards. Operational design of this information gathering instruments include:

- Performed by SHAMAN team members, either as face-to-face or by telephone. Interviews are usually audio recorded (with the interviewee’s consent), to maintain the interview in its natural setting. Average duration of interviews is over 1 hour.
- Interviews are supported by briefings, guidelines and Use Cases describing the potential usage and benefits of DP solutions in one or more of the DOF and industries selected as the initial target group.

- Experts directory: a categorised database of prominent prospects would be designed to gather and store relevant contacts. The database will comprise information about leads, tracking and potential participation, including fields such as: title, name, company, department, name, position, country, email, phone number, address, vertical market, lead potential of participation, lead acquisition status, tracking comments, etc. Source of information for interviewees’ identification: The starting point is the vast set of contacts from SHAMAN partners’ professional and business relationships. Additions to this directory will arise from:
 - Identification of players arising from desk research
 - Industry forums and associations
 - Business directories and commercial databases (Duns & Bradstreet, Europages...)
 - Participants in EC institutional (Info days, IST events,...) and project related events
 - Additional names gathered from interviewees.

Another qualitative technique to be used is based upon the interaction with managers and experts from RTD and industry fields, ad-hoc workshops or focus groups: These gatherings will be used to showcase and discuss existing and upcoming technology within industrial, commercial and/or professional circles). These workshops will bring together corporate ICT decision makers (CIO, CTO ...) and DP solutions providers to discuss, in prospective terms, relatively mature DP topics, potentially exploitable results and alternative paths for their market level deployment.

The consortium will support these discussions by using the Use Cases and Demonstrators as well as examples of the so-called “tandem” experiences, where a DP provider and a user (customer) together explain the application of the technology in real business settings.

Quantitative Research, e.g. surveys among potential customers. Basic design of this information gathering exercises comprise:

- Data collection will be based on structured questionnaires
- Survey performed by CATI (computer-aided telephone interviews) using INMARK’s call centres infrastructure
- Sample will be segmented e.g. by industry sector and country quotas
- Interviewees will be CIO, CTO and/or Innovation Officers
- Data processing and quality control for data exploitation will be performed through well established data cleaning, formatting, codifying and structuring processes for statistical analysis
- Data treatment: SPSS and INMARK’s proprietary survey-treatment software will be used to analyze the collected data, using categorical and interval measurement variables.

Roadmapping and strategic planning

Analyses to be performed “within the consortium” basically will be supported by bilateral and multilateral discussion groups specifically focused in the diverse components of the Exploitation Plan. From a methodological point of view, roadmapping will be orchestrated through the following process:

- Delineating the current status (baseline) of the DP competitive environment (market and competitor analyses), fusing the demand and supply visions. Analysis will combine Opportunities and Threats on demand side with Weakness and Strengths on supply side.

- Defining a realistic vision of SHAMAN enabled offering and USP likely to be in place in the medium term.

Roadmap instantiation: The SHAMAN Exploitation Strategy. An initial roadmap based on the outcome of the previous steps will be used to identify critical market drivers and inhibitors. The Roadmap vision will be focused towards strategy implementation. To instantiate the roadmap the following variables will be taken in account: socio-economic, legal, ICT infrastructure, support services and skills, and the market overview for each vertical market segment considered as target for SHAMAN exploitation strategy.

Scenarios will be used to check the different perspectives of the prospective vision. DP market will be prospected on mid-term, through a series of potential demand driven scenarios and sensibility analysis. Analyses are based on foreseen impact and variability of instantiated premises from external and internal (business and research) variables. Scenarios will be created:

- Using a bottom-up approach to handle new models based on information gathered from the demand side about: effectiveness (performance management), better decision-making, past experiences and take-up initiatives, operating problems, cost savings etc.
- Foreseeing the DP market evolution taking account of sustainability (e.g. maintenance and services provided), Evaluating the feasibility and potential future impact of the different perspectives and Evaluating perspectives and state of the art in the time scale
- Identifying interdependencies of actions in time-based and process transitions (charts and pert tools to be used)
- Identifying homogeneities for different industry sectors for harmonising future actions

Refining the Roadmap during the last 2 years of the Project. The SHAMAN roadmap will be validated and refined through:

- Creating an impact matrix (low, moderated, high impact) that presents the effects of opportunities and barriers for the different aspects and technologies of the roadmap. The objective is to show how difficult or easy will be, in each scenario, to reach the instantiated vision.
- Incremental learning from workshops insights and incoming data. Brainstorm from experts in workshops for producing actions, transition steps and focus areas based on formal scientific models and theories. Experts in workshops will build new models of reference and interoperability for DP by modelling the different SHAMAN potential products and services perspectives from structural supply side and behavioural demand side
- Configuration of a portfolio of action lines aimed at minimizing the crucial gaps and based in the scenarios sustainability (organisational, technological, financial and legal sustainability).

SECTION II DISSEMINATION PLAN

3. MARKET ORIENTED DISSEMINATION AND OUTREACH

3.1. Strategic Approach

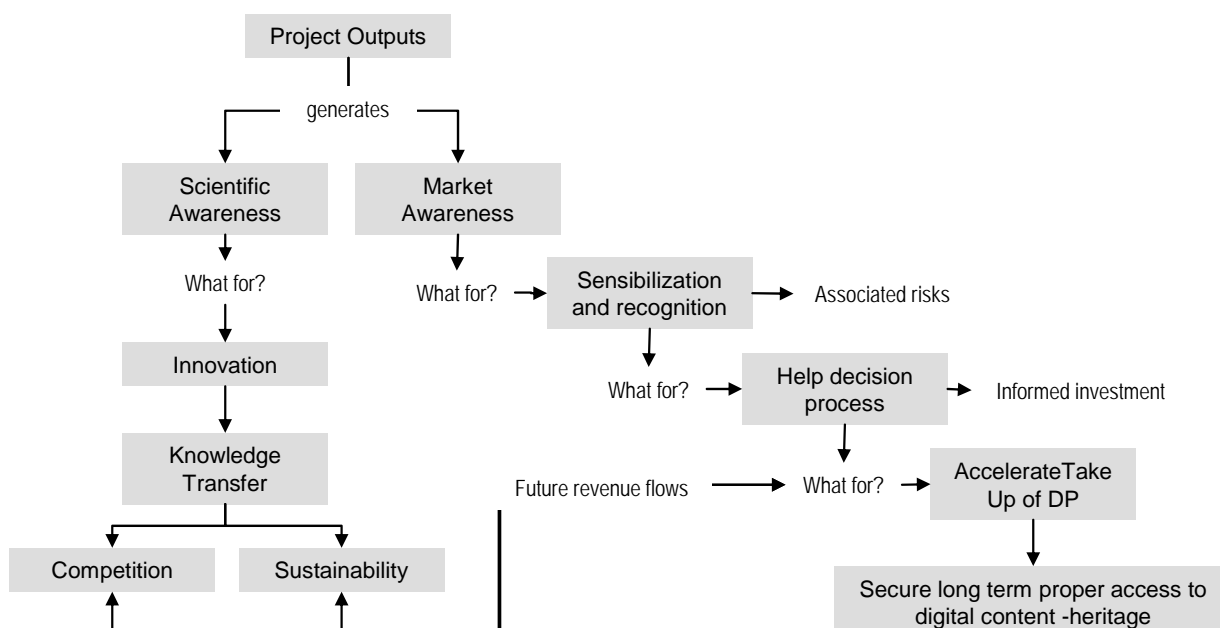
WP17 Dissemination Plan comprises the implementation of **Exploitation driven Dissemination** activities guided by the following objectives:

- Raise awareness amongst Target Groups with respect to SHAMAN activities, outputs and benefits arising from the Project,
- Promote willingness to take advantage of SHAMAN associated opportunities while acting as a screener for identifying parties which may offer leads for further contact, in order to build-up cooperation scenarios towards future exploitation.
- Knowledge & Experience sharing and transfer towards stakeholders.
- Support the conception and implementation of the SHAMAN WP17 Exploitation Plan

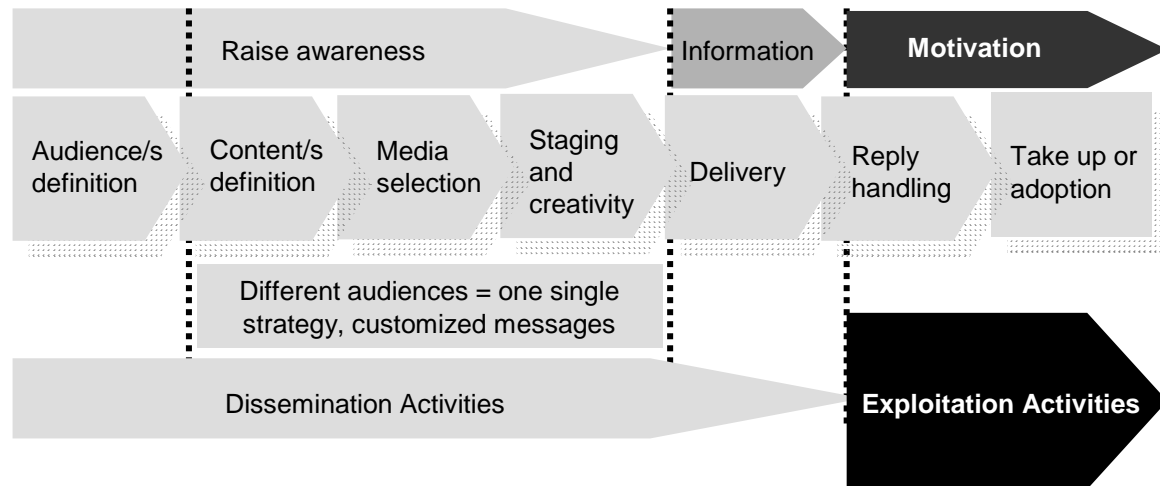
To this respect, the progressive definition of the future exploitation of SHAMAN outputs plays an increasingly relevant place in shaping dissemination target groups, messages and actual knowledge sharing activities, thus fostering the Consortium to **increasingly follow an exploitation driven dissemination strategy**. In this regard, to accomplish the stated objectives we will implement two strategic lines of action:

- **Action Line 1: Building-up visibility** by creating an adequate level of awareness among target groups
- **Action Line 2: Building-up a portfolio of potential exploitation stakeholders**, by forming networks of parties interested in taking advantage of Project's outputs.

These actions requires that technical based solutions meet needs and expectations of prospect customers (future demand) and fulfil conditions required for further DP progress, both raised by the analysis of the drivers for DP development and its competitive scenario. Consortium partners have audiences with whom they are closer according to their professional and/or academics background or vocation. However, communications to scientific target groups in not enough to ensure take up of DP by market stakeholders, due to limited access to information or technology. Both, dissemination and exploitation are parts of a single value chain and a single, final, objective: to produce tangible results and return on investment.



Skilful communicators carefully align and coordinate communication strategy with message, channel, frequency and timing of the actions. Being consistent with theories that describe communication as a creative and dynamic continuous process, it is expected us to develop and deploy integrated customer listening posts to capture prospect customer’s feedback. Such insights help to identify ongoing opportunities for continuous improvement on later stage of project or new and upcoming challenges.



Effective communications fortify a chain of success. Even the most interesting and best run projects can lose effectiveness if they are unable to create awareness and respond quickly to stakeholder needs.

The formulation of the successive versions of the Dissemination and Exploitation Plan requires the performance of activities focused on the one hand “towards inside the Consortium” and, on the other hand, oriented toward the competitive environment. Analyses to be performed “within the Consortium” basically will be supported by bilateral and multilateral discussion groups.

All communicational activities are design to spread information during the entire project’s duration in order to increase awareness; to offer users help acquiring of information and learn about options; to interact and exchange information B2B and B2C; and to provide SHAMAN partners with support materials and forums.

- Market awareness and recognition of DP relevance and practical usage will be achieved via press releases and contributions to generic and specialized media, as well in EU web content; editing render presentation and direct marketing to prospect commercial customers; and summon of a major forum in a principal EU capital, intended as a training venue and commercial workshop.
- Due to complexity of meaning, low recognition and imperative adoption and planning of DP by the industry and prospect customers, SHAMAN’s partners understood necessary to settle project outputs and project description into a colloquial style when dissemination and exploitation addresses a non-scientific target and adopt a symbolism in accordance to the project’s core object.
- Market conducted research and direct marketing will allow a driven dissemination to understand needs, barriers and proclivity of prospect users. This activity should help to foster take up of solutions provided by SHAMAN.

- A primary milestone to assessment of SHAMAN's usefulness will be provided by the application, validation and spreading of case studies.
- Dissemination of commercially application results will be executed by our commercial partners aiming on exploitation and commercialisation of technological generic solutions.

3.2. Contents to be disseminated

SHAMAN will provide project participants the worth of knowledge to produce outstanding contributions in multiple fields of practice. Therefore, the kind of contents we will be able to create and communicate to our target groups covers an ample spectrum, comprising both data and analysis upon issues such as:

- Project main characteristics, progress reports and research agendas
- S&T research findings and new challenges arising from emerging technologies and solutions
- Training oriented material
- Best practices e.g. RTD related activities, researchers training and innovation management
- Proposals on new business concepts, models and processes
- New issues, channels and partners fostering greater academia/industry co-operation
- Early warnings on technologic risk.
- SHAMAN deliverables.

3.3. Dissemination and Outreach Activities and channels

The SHAMAN consortium will resort to a wide array of Dissemination vehicles adapted to the characteristics of diverse targeted audiences. Some of them are common to WP 16 and WP 17. Within the Dissemination mix of such vehicles/channels, the following are worthwhile to be highlighted.

Conference tracks & top industry related public events

There are several types of events to be organized by SHAMAN or whereas SHAMAN attendance and / or leading role will be key, being either Innovation Workshops, Seminars and Conferences, Themed Conference Tracks, top industry related public events and PR activities, organized by EU or third parties. Within this context, two basic types of events will be organised:

- a) Participation of SHAMAN as showcase for Digital Preservation Technologies RTD efforts in international industry related events such as congresses, conferences and fairs. This participation will aim at:
 - Showing industry players some selected results arising from RTD, which can provide solutions to industry needs, thus paving the way for future collaborations an industrial take-up;
 - Research Community and Constituency building forums supporting networking activities cutting across Research-Business players boundaries;
 - Branding activity, mainly in terms of coordinated critical mass built-up demonstration to stakeholders and high-level briefing, scrutiny and feedback gathering for future Exploitation activities.

- b) Organisation of themed conference tracks, in coincidence with international events where Digital Preservation stakeholders get together. Themed conference tracks are planned to be organized in conjunction with:
- Conferences of Memory Institutions User Communities (Sun PASIG, iPRES,...)
 - Alliance for the Permanent Access to the Records of Science (PARSE),) as well as conferences for E-Science User Communities (e.g., EGEE, D-GRID, DRIVER etc.)
 - Conferences (e.g. iPRES, ECDL, JCDL), Information Retrieval Conferences (e.g. SIGIR, ECIR), and last but not least
 - GRID conferences (GGF, Int. Symposium on Grid Computing).

Future Take-up, Innovation and Exploitation Focused Workshops

These market oriented workshops will integrate industry experts together with SHAMAN and specially invited RTD experts, to discuss, in prospective terms, topics and potentially exploitable results coming out of Digital Preservation RTD efforts.

Workshops discussions and conclusions will be written up in business type briefings, to be circulated, mainly via SHAMAN Portal, providing insight feedback on trends, gaps and drivers both for future economic exploitation. Ten workshops, with some 10 to 15 participants each, will be organised during SHAMAN lifecycle, in cooperation with industrial associations such as EMF and PROSTEP. These activities will start once the first Demonstrators are ready to be shown beyond the Consortium boundaries.

Reach-out Media Coverage

As said in the Exploitation Plan overview, the dynamics of the market shows that DP is an emerging market. For securing its development towards becoming a mainstream practice and its economic sustainability it is needed to reach a critical mass of demand, far beyond few pioneer organisations (“early adopters”) and economies of scale supporting products and services development. Spreading of benefits and business models securing revenue flows for long term DP processes will be decisive to argue.

Power of media is understood crucial due to its multiplicative effect and ability to reach both, broad and specific, segments of potential target audiences in order to raise awareness by addressing the underlying problematic and solutions bonded to DP and generating the necessary outreach with market players, exploitation of SHAMAN’s outcomes and technology take up.

This relates to the production of articles, speaker notes, press releases and other news formats; provide high level briefings of matters covered by SHAMAN, suitable for general –academic and non academic- diffusion. This includes test bed results and Public Deliverables. This is a common activity to WP 16 and WP 17.

- Aimed at media up-take by industry and scientific journals, general and specific newspapers and trade magazines.
- Provide contents for the SHAMAN e-newsletter to top officers in industry and academic institutions (included in database).
- Supply updates for the European Commission Dissemination Services and events: Cordis, e-Inclusion Europe.

- Generate synergies with Consortium Partners Newsletters and networks.
- Provide contents for Internet marketing, aimed to reinforce project's position in search engines, both professional and academic.

Matching up with project milestones will be produced by Inmark and distributed to media, according to the following schedule:

Deliverable	Deliverable name	Project month
1.2	SHAMAN Requirements Analysis Report (public version) and Specification of the SHAMAN Assessment Framework and Protocol	11
2.3	Specification of the SHAMAN reference architecture	14
6.1	Harmonization Microservices available through a Bundle Repository	14
8.4	SHAMAN Preservation Environment and Presentation Interface	44
11.2	Demonstration of distributed ingestion for Memory Institutions	29
14.2	Report on Demonstration and Evaluation Activity in the Domain of "Memory Institutions"	32
14.3	Report on Demonstration and Evaluation Activity in the Domain of "Industrial Design and Engineering"	38

4. SUPPORT ELEMENTS

4.1. Logo rationale and symbol

Consistent with project objectives, SHAMAN corporate image will provide an easy identifiable concept to targeted audiences.

Description	
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Logo:	The logo that supports the SHAMAN acronym includes three geometric hexagonal forms representing stability and simulating a honeycomb.
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Rationale:	Honeycomb is a mass of hexagonal wax cells built by honey bees in their nests to preserve their larvae and stores of honey and pollen. Each larva contains genetic information; honey and pollen secure provisions for future generations. When filled with honey, the bees seal the cells with wax.
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The grids of wax cells on either side of the nest are hexagonal to use the least amount of wax to create a lattice of cells. They are slightly offset from each other to increase the strength of the comb. This way, honeybees produce a robust -and sustainable- structure.

Symbol:	Colour pantones are aligned to other EU initiatives and identifiable images.
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4.2. Standardized dissemination support material

Among material to be produced along project lifecycle to support dissemination of project related information:

1. **Flyer**, printed in 4 colours and double A5 format, to allow mailing. This flyer includes a brief explanation of the project, its benefits, outputs and stakeholders. Flyer content will be revised annually, in order to include elements of the project's progress.
2. **Render Brochure/booklet**, in a more stylish format is expected to be reprinted several times during project's lifetime, providing updated and in-depth information about SHAMAN outcomes.
3. An official **poster**, designed and printed in standard formats (DIN A1, A2) and distributed among the partners, to be used for institutional dissemination and to be displayed during events.