



A coordinated framework for cyber resilient supply chain systems over complex ICT infrastructures

## D7.1 Dissemination, Communication and Impact Creation: Strategy and Plan

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*The dissemination and communication procedures, formats and channels that are here described follow the Atos methodology used in all H2020 projects coordinated by Atos Spain.[1]*

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## List of Acronyms

| Abbreviation / acronym | Description                                                                               |
|------------------------|-------------------------------------------------------------------------------------------|
| AI                     | Artificial Intelligence                                                                   |
| CARNET                 | Cooperative Automotive Research Network                                                   |
| CSO                    | Civil Society Organisations                                                               |
| D7.1                   | Deliverable number 1 belonging to WP7                                                     |
| DINRG                  | Decentralized Internet Infrastructure Research Group                                      |
| DoA                    | Description of Action                                                                     |
| EC                     | European Commission                                                                       |
| ECSO                   | European Cyber Security Organisation                                                      |
| ETSI                   | European Telecommunications Standards Institute                                           |
| G                      | Government                                                                                |
| GP                     | General Public                                                                            |
| I                      | Industry                                                                                  |
| IETF                   | Internet Engineering Task Force                                                           |
| IoT                    | Internet of Things                                                                        |
| IRO                    | Intent-based resilience orchestrator                                                      |
| ISO/IEC                | International Organization for Standardization/ International Electrotechnical Commission |
| KERs                   | Key Exploitable Results                                                                   |
| LEF Edge               | Leading Edge Forum                                                                        |
| ML                     | Machine Learning                                                                          |
| NETMOD                 | Network Modelling                                                                         |
| NMRG                   | Network Management Research Group                                                         |
| ONF                    | Open Networking Foundation                                                                |
| OPoT                   | Ordered Proof of Transit                                                                  |
| OSM                    | Open Source MANO                                                                          |
| PDL                    | Permissioned Distributed Ledgers                                                          |
| P-MEM                  | Predictive Maintenance Tool                                                               |
| PoC                    | Proof of Concept                                                                          |
| RFC                    | Request for Comments                                                                      |

|                       |                                                                          |                       |    |                 |         |                      |
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| Abbreviation / acronym | Description                        |
|------------------------|------------------------------------|
| SC                     | Scientific Community               |
| SEN                    | Secure Edge Nodes                  |
| SFC                    | Service Function Chaining          |
| TC                     | Technical Committee                |
| TCG                    | Trusted Computing Group            |
| TOC                    | Table of Contents                  |
| WG                     | Working group                      |
| WP                     | Work Package                       |
| 3GPP                   | 3rd Generation Partnership Project |

|                |                                                                          |                |    |          |       |         |       |
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## Executive Summary

The purpose of this deliverable is to serve as a comprehensive plan for the FISHY consortium partners, outlining the project's dissemination and communication strategy, the respective activities to be planned, as well as the criteria to be employed for their evaluation. Additionally, it provides the main activities to be adopted for the impact creation with regards to the standardization approach adopted in FISHY as well the exploitation and sustainability actions that will drive FISHY to a future go-to-market strategy.

During the first chapters, this document provides the main principles of the dissemination and communication strategy to be adopted throughout the project duration, which aims at supporting the engagement of key stakeholders and giving proper visibility to the project, and highlights the notions of awareness raising, knowledge diffusion and community building as its main priorities.

It further details the FISHY partners' plans for the strategy's successful implementation, identifies the stakeholder groups and individual actors to be targeted, whereas it delivers a description of the dissemination and communication channels to be used. The latter enumerate the organization of FISHY dedicated events (**3 workshops**, a **Summer Camp** and a **Demo Day**) as well the participation in external conferences, events, academic and research events, seminars and information days.

This deliverable also details the production of relevant material, comprising communication materials (e.g. logo, project presentation, newsletters, press releases, leaflets, poster, etc.) in line with the **project's graphical identity** and conveys its main messages and goals, as well as the management and exploitation of a number of electronic and web dissemination channels, including the project website and social media accounts, but also the implementation of appropriate liaison activities in collaboration with other relevant projects and adjacent communities and the publication of the project results in different academic and general media.

Particular emphasis is moreover placed on the **standardization bodies** (e.g., ETSI, IETF, 3GPP, ISO/IEC and TCG), **open sources communities** (OSM, ONF and LEF Edge) and **other industrial initiatives** (ECSO, CARNET) to be approached for gaining mutual benefits by the FISHY partners, identifying potential needs and opportunities for new research paths and influencing so in new standards.

Last but not least, a dedicated section of the document further sets out the exploitation and sustainability activities to be followed in the project lifecycle to ensure a successful market orientation of the project outcomes. Additionally, this document provides a first insight to the IPR management approach that will ensure the protection of the technological results generated in FISHY.

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# 1 Introduction

## 1.1 Purpose of the document

This deliverable describes the dissemination strategy and plan to communicate the FISHY results to the different stakeholders, firstly based on the proposed plan and strategy included in the Description of Action (DoA) but revised and updated accordingly with the current state of the project.

The precise objective of the FISHY dissemination strategy will be to introduce the innovations of the project to the relevant stakeholders as identified by the project partners and the wider EC business and research communities. The core of the strategy will be based around an exploitable items list produced during the projects' lifetime which in turn will be augmented based on the impact of engagement strategies focused on gathering the latest and most relevant market information through the lifetime of the FISHY project.

The consortium will develop an acute understanding of the relevant stakeholders in both an industry/market and research settings through outreach activities as well as through the expertise of the project consortium and knowledge transfer within the relevant communities. This will be achieved through direct dissemination activities and by leveraging the individual skills and community memberships of the project partners.

The intended impact of the dissemination strategy will cut across several areas considered crucial to the successful exploitation of the FISHY project offering. These will include research and commercial as well as standard setting and educational training through tutorials and webinars.

## 1.2 Alignment with project developments

In order to maximise the impact of the FISHY project it is essential to shape a communication and dissemination plan around the developments and exploitation goals of the project. FISHY will underpin all its communication and dissemination actions with the desired needs of the identified target audiences, project results and the impact of past communication and dissemination efforts. The communication dissemination plan and any dissemination collateral (website, posters etc.) should be considered as 'living deliverables' and should be shaped to complement the exploitation of project results during the lifetime of FISHY.

The technical development of the project will also have an impact on the communication and dissemination activities, not only in the exploitation of results, but also in the research scope and in every phase of the technical development of the project, namely:

- WP2: architecture design
- WP3 and WP4: modular design and implementation
- WP5 integration
- WP6: validation/demonstration

We will have results to be shared with the scientific and industrial community in form of research papers, workshop presentations, demos, etc. What's more, every achievement in each of the work packages should be properly communicated and disseminated by means of tweets, blogs, news, presentations, etc.

On the other hand, within the same WP7, the work done in communication and dissemination (task 7.1) should also be completely aligned with activities developed in standardization (task 7.2) and as it is commented above, with exploitation activities (task 7.3). Likewise, the activities developed in

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exploitation and standardization will create a project impact that must be disseminated. On the other hand, the communication output is fundamental in the pitch activities and joint actions organized together with the exploitation task, particularly in the communication materials produced (flyer, website, whitepaper) and that can be used in the context of those activities. For this reason, the strategy plan presented in this deliverable will be updated and adjusted every year according to the results of the project in these tasks, as well as the technical results of the project. This revision of the communication and dissemination plan will be reported in the yearly deliverable gathering all activities in WP7, Report on dissemination, standards, and exploitation.

### 1.3 Structure of the document

This document is structured in 6 major chapters:

- **Chapter 2** presents the dissemination and communication strategy, which presents the strategy to be adopted for the dissemination and communication of the project outcomes, identifying the FISHY target audience and respective targeted activities.
- **Chapter 3** informs about the initial dissemination and communication activities.
- **Chapter 4** details the project Look & Feel as well as the dissemination and communication channels to be used in the project.
- **Chapter 5** provides a Gantt chart with the activities planned for year 1 (Y1) of the project.
- **Chapter 6** presents the methodology for the monitoring and evaluation of dissemination and communication activities, along with the related performance indicators.
- **Chapter 7** introduces the Impact creation through the standardization and exploitation activities in FISHY.

Additionally, **Chapter 1** introduces the overall structure of the document meanwhile **Chapter 8** summarizes the main conclusions of the document.

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## 2 Dissemination and Communication Strategy

This document, entitled “Dissemination, Communication and Impact Creation: Strategy and Plan”, is Deliverable D7.1 of the FISHY Project within work package WP7 entitled “Dissemination, Standardization and Exploitation”. One of main objectives of this work-package is the design and implementation of a comprehensive strategy to promote, communicate and disseminate the activities and results of the project. More specifically, chapters 2 to 6 address the objectives 1,2 and 3 of WP7 that are under the scope of task T7.1 Communication and Dissemination. These objectives include the development of appropriate material, promotion tools and channels to effectively reach the target audiences and community stakeholders [1] [2].

Dissemination and communication are focused on making the project visible, creating awareness, and understanding of the project and promoting participation in the project results. Therefore, the strategy needs to address the following issues:

- ✓ the **aim** of dissemination → objectives (section 2.1 Dissemination and Communication Overall Approach),
- ✓ **what** will be disseminated → outcomes (section 2.1 Dissemination and Communication Overall Approach),
- ✓ **who** is the audience → target groups (section 2.3 Target audience and Plan for Engagement),
- ✓ what **medium** will be used → resources (chapter 4 FISHY Dissemination and Communication channels),
- ✓ **when** it will be disseminated → timing (Chapter 3 Dissemination and Communication Activities Plan).

Thereby, these issues cannot be regarded in an isolated way. For instance, different target groups need to be approached by different media or some information will only be published in the last stage of the project, etc. That is, communication and dissemination activities have to be modified according to the above mentioned issues and their impact and success measured with specific metrics (see Chapter 6).

### 2.1 Dissemination and Communication Overall Approach

The overall strategy of dissemination and communication within FISHY aims at (a) **raising awareness and acceptance** of the technical soundness of the FISHY approach and (b) at **supporting the engagement** of key stakeholders in FISHY to get significant impact on cybersecurity standardization and open sources communities.

The dissemination and communication strategic approach is meant to be a dynamic, rather than static process. To this end, the consortium will establish and retain mechanisms for getting feedback from its stakeholders and will utilize this feedback to regularly review and update the dissemination and communication strategy based on their needs and requirements. Moreover, the consortium will constantly refine the strategy, according to the progress of the project, to focus on efficiently promoting the results at each stage and on progressively building buzz around the FISHY offering. This way, communication and dissemination activities will be fine-tuned or modified in response to changing situations and to the needs of the stakeholders targeted, whereas it will be conceptually divided in three phases explained below and depicted in the following figure:

1. **Visibility phase:** Generate visibility of the project by being shared, read, and seen on social media and website as well as on traditional media. Several formats and tools

|                       |                                                                          |                       |    |                 |              |                |       |
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- should be used, and the message must be consistent. Define Channels and Formats (logo, visual identity, website, social media, etc). OBJECTIVE: (Qualitative) Be visible.
2. **Awareness phase** (results-oriented): Generate brand and Project awareness. The brand has to be recognized by stakeholders and potential customers. OBJECTIVE: (Qualitative) Be recognized.
  3. **Engagement phase** (exploitation-oriented): Generate interactions with stakeholders and potential customers. Use content to engage with people (blogs, articles, whitepapers, events...). OBJECTIVE: (Qualitative) Be interactive.

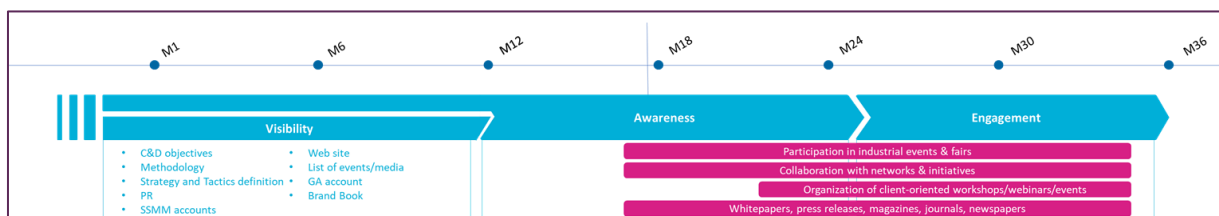


Figure 1: Communication Methodology<sup>1</sup>

## 2.2 Dissemination and Communication Roles and Responsibilities

The FISHY dissemination and communication approach will be implemented at both the consortium and individual partners' level.

### 2.2.1 ATOS

Atos, as project coordinator, is fully committed spread the voice of FISHY among its customers, networks and other H2020 projects. To this end, Atos will involve the Communications and Marketing team of the Research and Innovation group that will bring a wide expertise in maximizing the impact of research projects and promoting their value to addressed targets by standardizing and professionalizing the communication processes, tools and methodology. ARI Marcom will make use of its own digital and traditional marketing resources (ARI Marcomm Twitter account, ARI booklet, publication opportunities, presence in events, etc) as well as of the corporate communication mechanisms in Atos Spain and Atos Global (e.g., website, SalesPortal, events, workshops with customers, etc).

### 2.2.2 SYN

"7 grapes – Pegasus Coop", a sustainable producer organization, producers association and warehouse was contracted by SYN to become the end user of the Farm-to-Fork pilot with main responsibilities to transfer knowledge and consulting about processes, workflow and business operations used in the supply chain of grapes, to drive elicitation of end-user requirements and to validate Farm-to-Fork pilot platform. As an early adopter of the Farm-to-Fork supply chain, 7 Grapes has also expressed great interest to keep using pilot technology in its operational environment well beyond the project end. At the same time, the challenge, the vision, and the business message of the pilot were communicated by SYN through our communication media and business networking.

### 2.2.3 XLAB

XLAB will contribute to the dissemination through its well-established communication channels:

<sup>1</sup> See Annex I for a higher resolution picture

|                       |                                                                          |                       |    |                 |              |                      |
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- Directly through FISHY's web page by publishing news, blogs, etc.
- Website directory with dedicated page for FISHY: <https://www.xlab.si/research/fishy/>
- Through its blogs on the corporate web page (with dedicated blog posts related to cyber security and FISHY): <https://www.xlab.si/blogs/all/>, example: <https://www.xlab.si/blog/cyber-resilience-why-cyber-security-just-isnt-enough-anymore/>
- Through the use of XLAB's social network accounts – Twitter ([https://twitter.com/xlab\\_si](https://twitter.com/xlab_si)), Facebook (<https://www.facebook.com/xlab.slovenia>), LinkedIn (<https://www.linkedin.com/company/150875/admin/>).
- Through the interaction with the exploitation effort that XLAB is leading in the context of pitch activities and joint actions.

Additionally, XLAB will participate on the dissemination events on the national level (e.g. conferences organised by Chambers of Commerce of Slovenia and other stakeholders) where FISHY will be promoted to the end-users/potential stakeholders. Moreover, XLAB will contribute to publications in conferences journals. XLAB will strive to achieve maximum possible collaboration with other related H2020 projects (e.g. MEDINA and PIACERE).

#### 2.2.4 POLITO

As an academic partner, POLITO will participate in the dissemination of the FISHY project results to the scientific community, with publications in leading conferences and journals with high impact factor in the field of cybersecurity and privacy (e.g. IEEE S&P, ACM CCS). Furthermore, ideas and results will be spread on a local level with talks held at the Politecnico di Torino, also involving the start-up incubator (I3P) of the Politecnico di Torino. Finally, POLITO will offer several Master Thesis and PhD student positions focussed on the project research topics.

#### 2.2.5 TID

TID will mainly disseminate FISHY results through internal evangelisation, across the entire Group, using Telefónica Excellence School, internal communication channels (eKISS, ThinkBig blog, etc.), Telefónica Design Councils and TID demonstration rooms. Special emphasis will be put on the presentation of the main innovations developed in the project to the entrepreneurship initiatives of Telefónica (Wayra, Amerigo and Telefonica Open Future), with the goal of facilitating the application by the start-ups nurtured by these initiatives. Contributions to EC initiatives (the current 5G and Cybersecurity PPPs, and other future initiatives) will be made whenever applicable. Presentations and demonstrations at the industrial events, where TID is regularly present, such as the Mobile World Congress, the OIF, the SDN&NFV World Congress, and MPLS and SDN World Congress will also be used as main dissemination mechanisms.

Parallel to these objectives, TID plans to involve its industrial partners and stakeholders in the design of technically feasible products based on the project concepts and outcomes, and then cooperate in the knowledge transfer process to the industry.

#### 2.2.6 UPC

In WP7, UPC is the leader of task T7.1, Communication and dissemination, and consequently, in addition to the UPC individual plans for dissemination, it will be in charge of coordinating the overall set of activities and actions related to communication and dissemination. In this leadership role, UPC will gather all the information about dissemination actions from all partners, such as scientific publications, blog entries (including plan for blog entries), attendance of events and others. On the other hand, as task leader, UPC must assign tasks related to dissemination and communication to

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different partners, such as: project presentation, poster and flyer design, use case infographics, etc. UPC also collaborates with ATOS in the website creation and update, as well as it oversees the social media dissemination.

Individually, and as an academic partner, UPC will contribute to the scientific dissemination of the project with different conference and journal papers, presenting the main outcomes of its results.

### 2.2.7 TUBS

TUBS will contribute to the dissemination as an academic partner, through scientific dissemination of the project through conference and journal papers, as well as by using the knowledge gained during the course of the project to train students and scientific staffs, mainly doctorate and post-docs. In addition, TUBS will work on supporting material, namely the project brochure to be used on the events and conferences attended by the different partners.

### 2.2.8 OPT

Optimum targets to disseminate and communicate further the Farm-to-Fork solution to extend the group of interested companies and stakeholders in both the domains of technology and agri-food business. Moreover, platform demos will be announced in targeted international workshops and expo events to contact potential stakeholders and customers. Networking events will be organized to strengthen relationships and create prospects with key industrial partners who are already customers of pilot members. To this end, initial contacts with the Barba Stathis food company and retailer Sklavenitis, both leading companies in the Greek food market, have been made by OPT and the plan is to demonstrate the Farm-to-Fork final pilot platform and services during the lifetime of the project especially after having completed testing and evaluation activities.

### 2.2.9 SONAE

SONAE, together with linked third-party Sonae Arauco, will actively contribute to the dissemination of the project and the project results through its own communication channels (corporate websites, social media and other tools). Moreover, it will also participate in dissemination events, especially those aimed at industry stakeholders (potential end-users of the FISHY solution).

### 2.2.10 ALTRAN

Altran intends to collaborate in dissemination activities by promoting FISHY's work and outcome internally to interested parties as well as externally to industrial customers which can benefit from FISHY's platform and capabilities.

### 2.2.11 STS

STS will promote and communicate FISHY achievements to targeted industry stakeholders by making use of its official website and communication media. Furthermore, it will be actively present in events, conferences, etc and will contribute to publications.

### 2.2.12 UMINHO

UMINHO contributes to the dissemination activities using its own internal communication channels (e.g. newsletters) as well as the following public communication channels:

- Web page dedicated to FISHY project participation and research developments <https://marco.uminho.pt/projects/FISHY/>

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- Social networking accounts, both from the UMINHO Engineering School and from the Research Centre Algoritmi, on Facebook and LinkedIn: <https://www.facebook.com/eeuminho>, <https://www.facebook.com/CentroAlgoritmi> and <https://www.linkedin.com/in/centro-algoritmi-20023617a/>
- Additionally, UMINHO will contribute with scientific publications in conferences and journals, referencing the FiSHY project.

## 2.3 Target audience and Plan for Engagement

The target group concerns those who will be positively influenced by the project's activities and outcomes.

The FiSHY project is addressing a broad range of recipients: supply chain stakeholders, cybersecurity experts, IT organisations (including IoT, Edge Cloud infrastructure providers), research centres, public administrations, among others. To undertake an efficient communication and dissemination, it is crucial to have a good understanding of these target audiences to apply the appropriate customisation of the promotional material. Furthermore, each group has different needs and hence requires consequently a different approach.

The consortium will ensure that the elaborated promotional materials are appropriately adapted to the target audiences so that all activities can be tailored to the target groups' special information need. The materials will be internally reviewed by the FiSHY consortium, and selected content reviewed by the IPR management before exposure to the general audiences.

The following main FiSHY target groups have been identified so far:

**Table 1: FiSHY target groups**

| Groups/categories                                         | Individual actors                                                                          | Key message                                                                                                                           | How to address them                         | Tools                                                                                                                 |
|-----------------------------------------------------------|--------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| General public (GP) and civil society organisations (CSO) | Supply chain, end users                                                                    | Strong dependence of the whole society on systems built over supply chains                                                            | Very accessible, language                   | Social media, website, workshops, fairs, brochures, leaflets, posters                                                 |
| Industry (I)                                              | Cloud/Edge providers<br>IoT Providers<br>Cybersecurity experts<br>SMEs<br>Large companies  | Business benefits of the FiSHY framework to address security in ICT infrastructure of large supply chains and ensure cross-resilience | Informative, technical, formal language     | Social media, website, workshops, conferences, fairs, brochures, leaflets, posters, journals/magazines, press release |
| Government (G)                                            | Policy makers, decision makers, national and regional administrations, European Commission | Large scale cyber-attacks on supply chains of complex ICT infrastructures can directly or indirectly impact                           | Informative, non-technical, formal language | Social media, website, workshops, conferences, brochures,                                                             |

|                       |                                                                          |                       |    |                 |              |                      |
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| Groups/categories         | Individual actors                                                                                                 | Key message                                                                                                                                     | How to address them        | Tools                                                                                                            |
|---------------------------|-------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------------------------------------------------------------------------------------------------------------|
|                           | services                                                                                                          | various public services                                                                                                                         |                            | leaflets, posters, press release                                                                                 |
| Scientific community (SC) | Artificial Intelligence, Cloud & Cybersecurity experts<br>Standardization organisations<br>R&D teams and projects | How findings of the project can contribute on the state-of-the-art of the fields of cybersecurity, AI/ML applications, security assurance, etc. | Technical, formal language | Papers, scientific publications, webinars, conferences, workshops, website, newsletter, open access publications |

|                       |                                                                          |                       |    |                 |              |                      |
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## 3 Dissemination and Communication Activities Plan

The objective of this chapter is to describe the specific FISHY project dissemination and communication activities to be carried out during the project lifetime so that the expected results will be communicated as widely and effectively as possible. These activities include participation in events/conferences/workshops, preparation of scientific papers, articles and other generic publications, foster relationships and synergies with related projects, among others.

### 3.1 FISHY in Events

Due to the current pandemic crisis, it is not possible to schedule the attendance to physical events at the time of the deliverable writing. Hence, the consortium partners will seek opportunities to leverage and share the project results in virtual events in the field of FISHY objectives and with the aim of reaching out the appropriate audience. Moreover, consortium partners will commit to attend at least one event/partner over the lifespan of the project.

The following categories of events to be considered are the following:

- **EU meetings:** i.e. info, stand, presentation, or attendance. FISHY members will actively participate in the activities organized by the EC, related to the cyber-security and networking fields. FISHY aims at receiving the latest information about other H2020 programme projects and implementations, standards, and regulatory activities.
- **Meetings with key stakeholders**
- **Conferences:** paper presentation in at least in 15 conferences (75% of them must belong to tier 1 or tier 2 conferences).
- **Workshops:** especially those organized by related H2020 projects. FISHY will actively seek communication and exchange with related R&D EU Projects. Particularly the parallel projects under the same H2020 call and topic are likely to be relevant, as KPI our target is attending at least 6 related workshops.
- **FISHY workshops:** as detailed in section 3.1.1.
- **FISHY dedicated events:** demo day and summer camp, as detailed in section 3.1.1.

#### 3.1.1 FISHY dedicated events

The project consortium will organize at least **3 workshops** to facilitate project outcomes visibility. The objective is twofold, to establish a two-way communication with the public, by promoting the project outcomes and receiving feedback from the audience; and to receive the latest information about other H2020 programme projects and implementations, standards and regulatory activities. [2] These workshops are related to milestones M7.2 (Y1), M7.4 (Y2) and M7.6 (final workshop jointly with summer camp and demo day in Y3), and our plan will be to try to organize them in collaboration with other similar H2020 projects, or co-located with international conferences. The first workshop will be organized in the framework of a conference relevant to the scope of the project around March 2022.

Additionally, two dedicated project events will be organised during the project duration. Firstly, the **Summer Camp** will put together the members of the AB, the FISHY partners, relevant representatives of other ongoing EU related projects, as well as the scientific and industrial communities with strong links in the areas, with the main objective of setting dedicated discussion sessions both technical and business oriented to facilitate both the project visibility and understanding outside the FISHY

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community as well as to receive highly useful feedback to improve the project activities. Finally, the **Demo Day** will run at the end of the project to demonstrate the FiSHY platform, thus also disseminating the final project results and findings. This event will be tentatively co-located to a large event to increase its visibility.

### 3.1.2 Participation in Events/conferences/fairs

As mentioned above, physical events are not feasible nowadays. However, the consortium partners have identified some opportunities listed below to communicate and disseminate the project progress and results:

**Table 2: List of events**

| Event name                                                                                        | Date                 | Audience | Link                                                                                                                                                                                                |
|---------------------------------------------------------------------------------------------------|----------------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Layer123 World Congress 2021                                                                      | 12 - 14 April 2021   | I, SC    | <a href="https://www.layer123.com/">https://www.layer123.com /</a>                                                                                                                                  |
| RSA 2022                                                                                          | May 17 - 20, 2021    | I, SC, G | <a href="https://www.rsaconference.com">https://www.rsaconference.com</a>                                                                                                                           |
| 2021 5th Cyber Security in Networking Conference (CSNet)                                          | October 12-14, 2021  | I, SC, G | <a href="https://csnet-conference.org/2021/">https://csnet-conference.org/2021/</a>                                                                                                                 |
| 2021 International Conference on Communications, Computing, Cybersecurity, and Informatics (CCCI) | October 15-17, 2021  | I, SC    | <a href="http://www.wikicfp.com/cfp/servlet/event.showcfp?eventid=123269&amp;copyownrid=105664">http://www.wikicfp.com/cfp/servlet/event.showcfp?eventid=123269&amp;copyownrid=105664</a>           |
| ICCSI 2021: 15. International Conference on Cyber Security and Intelligence                       | December 16-17, 2021 | I, SC, G | <a href="https://waset.org/cyber-security-and-intelligence-conference-in-december-2021-in-barcelona">https://waset.org/cyber-security-and-intelligence-conference-in-december-2021-in-barcelona</a> |

## 3.2 Publication Opportunities

**Table 3: List of potential publications**

| Type                                 | Publication details                                                                                                                                     | Link                                                                  | Partner(s)       |
|--------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|------------------|
| IEEE Access                          | Paper describing the first approach to the FiSHY architecture                                                                                           | <a href="https://ieeaccess.ieee.org/">https://ieeaccess.ieee.org/</a> | ALL (UPC editor) |
| IEEE Transactions on Cloud Computing | “Optimal Task Allocation and Coding Design for Secure Edge Computing with Heterogeneous Edge Devices” - available under the “Early Access” area on IEEE | Digital Object Identifier: 10.1109/TCC.2021.3050012                   | TUBS             |

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| Type                                                                    | Publication details                                                                                                                                                 | Link                                                                        | Partner(s) |
|-------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|------------|
|                                                                         | Xplore. This article has been accepted for publication in a future issue of this journal but has not been edited and content may change prior to final publication. |                                                                             |            |
| IEEE International Conference on High Performance Switching and Routing | “Authentication of IoT Devices on Smart City Scenario Using Private Blockchain”                                                                                     | <a href="https://hpsr2021.ieee-hpsr.org">https://hpsr2021.ieee-hpsr.org</a> | UPC        |

### 3.3 Blog Post Plan

Blog posts in FiSHY will be published on a bi-monthly basis and will be produced by all partners with the view to communicate project findings as well as ignite interesting conversations. These blogs will be available from the project website.

The first entries will be generated by the project coordinator and the technical coordinator and will be followed by blogs of the three partners responsible for FiSHY use cases. By the end of the project blogs entries will be focused on the use cases deployment and FiSHY integration results, and a final post written by both project and technical coordinators of FiSHY will close the planning. Table below depicts the tentative plan for the blog production.

**Table 4: Blog post scheduling**

| Partner | Date              |
|---------|-------------------|
| ATOS    | February 28, 2021 |
| UPC     | April 30, 2021    |
| SYN     | June 30, 2021     |
| SONAE   | August 31, 2021   |
| ALTRAN  | October 31, 2021  |
| XLAB    | December 21, 2021 |
| POLITO  | February 28, 2022 |
| TID     | April 30, 2022    |
| TUBS    | June 30, 2022     |
| OPTIMUM | August 31, 2022   |
| STS     | October 31, 2022  |
| UMINHO  | December 21, 2022 |
| SYN     | February 28, 2023 |

|                |                                                                          |                |    |          |     |         |          |
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| Partner  | Date            |
|----------|-----------------|
| SONAE    | April 30, 2023  |
| ALTRAN   | June 30, 2023   |
| ATOS/UPC | August 31, 2023 |

### 3.4 Liaison with other projects, initiatives & communities

The Consortium will consider liaisons with other running project and related communities. Some already identified projects that are in interest of FISHY are listed in the Table 5 below. Leading partner will be dedicated to follow the results of the given project and will need to regularly report on the activities through project's private repository.

**Table 5: List of related projects, partners dedicated to follow the project and the relation to FISHY.**

| Project            | Partner   | Relation to FISHY                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MEDINA (H2020)     | XLAB      | MEDINA is looking into common and continuous way to achieve certification of the organization with respect to the cybersecurity. This relates to FISHY since FISHY is also considering certification activities in the context of technical work packages.                                                                                                                                                                                               |
| CYBERWISER (H2020) | ATOS, UPC | Cyber Range & Capacity Building in Cybersecurity. Atos coordinates the project and is the main technical contributor with existing assets, such as risk assessment engine, and new components such as performance evaluator. UPC is participating in the CYBERWISER Open Pilot; 3 UPC students will attend remotely 3 courses: Password Cracking, Firewall and Network Filtering and Phishing.                                                           |
| PHOENIX (H2020)    | SYN, ATOS | Electrical Power System's Shield against complex incidents and extensive cyber and privacy attacks) project. The project mission is to defend the European electrical power grid against complex and cascading cyber-attacks. Atos provides its experience in Privacy (especially related to the blockchain) and in Machine Learning aspects related to the detection of cyber-attacks against EPES infrastructure.                                      |
| RADON (H2020)      | XLAB      | Rational decomposition and orchestration for serverless computing (H2020, 2019-2021): emerging serverless computing technologies, such as function-as-a-service (FaaS) offerings, enable developers to virtualize the internal logic of an application, simplifying management of cloud native applications. In the context of RADON xOpera is being developed which is also being considered within FISHY as potential framework for the orchestration. |
| RESIST (H2020)     | SPHYNX    | RESIST aims to develop a physical infrastructures safety and security monitoring framework. SPHYNX's focus is on                                                                                                                                                                                                                                                                                                                                         |

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| Project        | Partner     | Relation to FISHY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                |             | security. FISHY will need to consider different monitoring framework and this knowledge will be very important to be considered.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| SND-MicroSENSE | ATOS        | SDN-microSENSE aims at providing and demonstrating a secure, resilient to cyber-attacks, privacy-enabled, and protected against data breaches solution for decentralised Electrical Power and Energy Systems (EPES).<br>Atos leads the activities related to SDN-microSENSE architecture and is responsible for the activity focused on security components. Atos brings its XL-SIEM and CIS assets to the project.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| PALANTIR       | POLITO, TID | Aims to implement a framework combining privacy assurance, data protection, incident detection and recovery aspects. The project will also focus on cyber-resilience and ensure the SME compliance with the relevant data privacy and protection regulations. The outcomes of the project will provide those enterprises with security tools that will boost their resilience at a reasonable cost.<br><br>POLITO contributes to the development of the integrity assessment components of the ecosystem via the TPM (Trusted Platform Module) technology and the implementation of the attack remediation module, able to reconfigure on-the-fly the vNSFs when a threat is detected.<br><br>On the other hand, TID contributes to the technical developments of the secure service ecosystem, especially regarding the orchestration and management of the available services, with a significant portion of targeted towards the implementation of ML algorithms through TID's Mouseworld, its controlled data generation lab. |

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## 4 FiSHY Dissemination and Communication Channels/Tools

### 4.1 Visual and identity branding (FiSHY brand book)

A complete graphic identity to communicate the main concepts of the FiSHY project has been designed. This simple, useful and consistent graphic identity helps the consortium to communicate the project messages more effectively and is the base for communicating towards the outside world.

Graphic identity involves the use of logos, type fonts and colors to create an image easy to recognize by the audience. All material that will be developed will follow this graphical identify. Consistent graphic identities allow the target audience to easily identify and recognize the FiSHY project. For this reason, it is essential that all material distributed by the project partners maintain the project's identity

Last but not least, FiSHY 's team decided an easy, attractive, meaningful title for the project. The name of the project is essential. It will be the label, the brand that will be used in all communications. "FiSHY" as project name is easy to remember, attractive and is able to attract people's attention and communicate the central idea of the project.

#### 4.1.1 Logo

The FiSHY project logo was designed to be used in all project documents, publications, and presentations as well as in all digital presence of the project (project portal, social media channels, etc.). The logo is the main graphic identity element and the key to build a successful graphic identity as well as an effective communication. The logo is available in multiple resolutions, appropriate for different purposes. The purpose of the FiSHY logo is to draw attention and represent the project context in an easy to remember image.

Screen shots of the FiSHY logo are illustrated below:



Figure 2: FiSHY logo

|                       |                                                                          |                       |    |                 |              |                      |
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### 4.1.2 Colours & typography

All reports, presentations, press releases and so on will use the FiSHY templates to obtain the corporate identity of the project. The templates are available from the internal project portal, as described in deliverable *D1.2 Project Handbook and Project Plan*[4]. These include:

1. Presentation template (.pptx)
2. Deliverable template (.docx)
3. Meeting agenda and minutes templates(.docx)

Font is **Calibri 11 pt.** and colours will always follow the following RGB pattern:

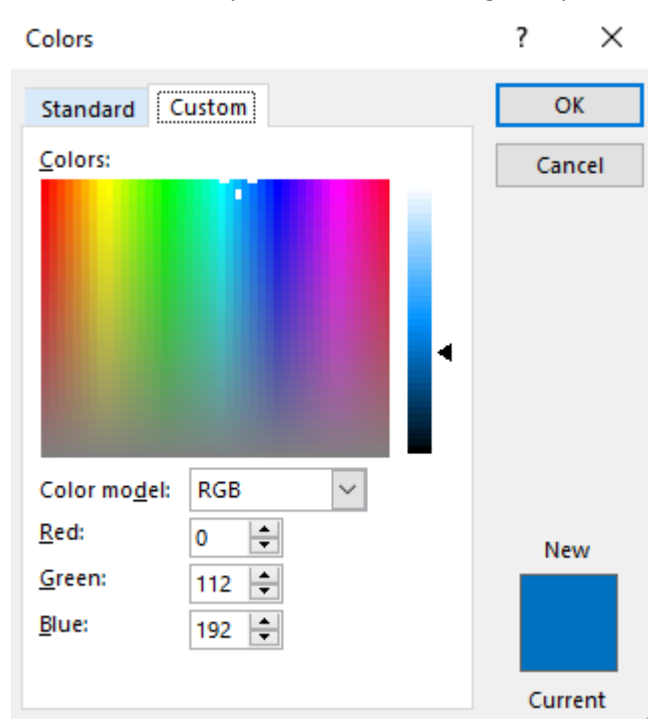


Figure 3: FiSHY RGB pattern

### 4.1.3 Pictures

As part of the graphical identity of the FiSHY project, a pool of images/illustrations/graphics will be available for all consortium partners to be used in the documentation they can produce. This material will be accompanied by detailed information about how these images should be edited, which colors to place with them and any other design element related to the image use.

## 4.2 Website

The FiSHY website is one of the main dissemination tools of the project. The current version of the website follows the project's graphic identity and presents the project's overview, including objectives, use cases and project partners. Developed in Drupal 8 [3], the website has been designed and implemented jointly by ATOS and UPC. The final version was released in December 2020. The premise was to have a clean and usable design, putting emphasis on the main objectives of the project and the use cases, as well as the news of the project.

The website follows the EU recommendation regarding usability and accessibility [7], and it includes the logo of the European Commission. Figure 4 shows the FiSHY Home page.

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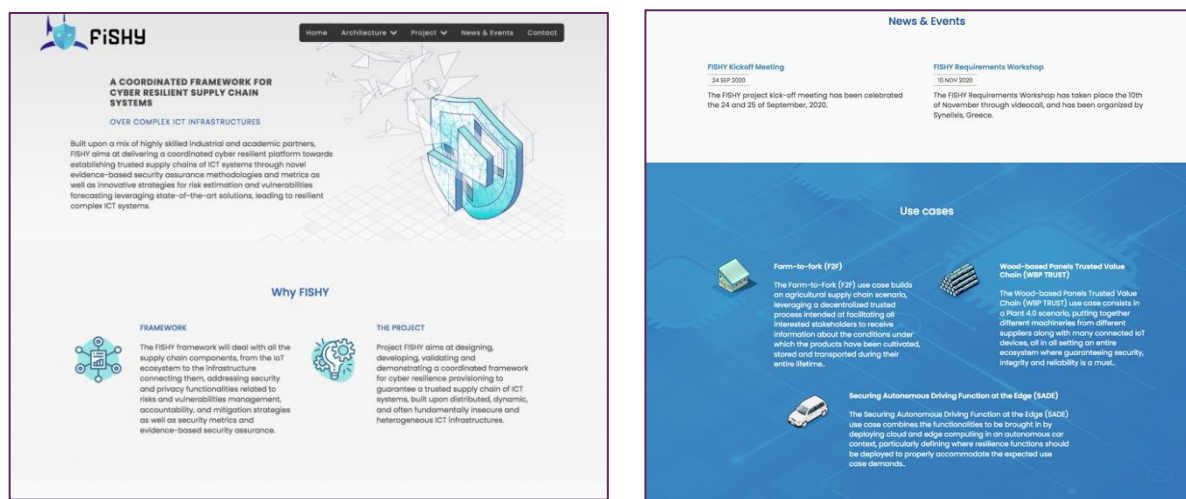


Figure 4: FiSHY website Home page<sup>2</sup>

The project website is subject to constant improvement and enhancement as new results and actions regarding the project emerge (e.g., a link to the Twitter feeds will be posted on the landing page).

### 4.3 Social networks

Another channel for engaging stakeholders and communicating FiSHY's objectives, organisation, and results is through social media. The FiSHY presence in social media will allow to make a rough estimate on how innovative, substantiated and valuable are the views expressed by consortium members and outside stakeholders, e.g. by the number of hits/visits, 'likes,' etc. currently, the Consortium has set-up and is maintaining a presence in the following channels:

- **LinkedIn** group: <https://www.linkedin.com/groups/8979556/>
- A dedicated **YouTube** channel: <https://www.youtube.com/channel/UCSDpfCPvFNjRS3RemG0iNQO>
- A **Twitter** feed: <https://twitter.com/H2020Fishy>

More specifically, Twitter will be used to share project achievements and results (e.g., WP progress, deliverables, open source resources, etc.), experience and project news (e.g., WP and consortium meetings, publications, announcement of blog posts, scientific publications, presence in events, etc.). Moreover, Twitter can be useful to communicate information, results and knowledge of related projects in the field of FiSHY. FiSHY presence on Twitter is addressing both scientific community and general public. Impact of the communication activities in this social channel will be measured through appropriate tools (e.g., Twitter analytics, Hootsuite, etc.).

On the other hand, a LinkedIn group has been set up to address to a more specialized audience including related H2020 projects, cybersecurity companies, academic world, etc. Information and language in this channel (scheduled on a weekly basis) will be more technical and will be focused on scientific publications, blog posts, objectives of the project, information about the use cases, technical achievements, etc.

Last but not least, a FiSHY YouTube channel has been created to offer FiSHY followers visual material about the project results (demos, presentations, videoblogs, etc).

<sup>2</sup> See Annex I for a higher resolution picture

|                       |                                                                          |                       |    |                 |              |                |       |
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**Table 6: Social network proposed KPIs**

| Social network | KPI target      | Y1  | Y2  | Y3 |
|----------------|-----------------|-----|-----|----|
| LinkedIn       | 250 connections | 100 | 100 | 50 |
| Twitter        | 250 followers   | 100 | 100 | 50 |
| YouTube        | 6 videos        | 2   | 4   | 6  |

## 4.4 FiSHY project presentation

A FiSHY PowerPoint presentation will be produced for general use as a part of the different dissemination tools of the project. This presentation will include essential information about the project, such as the profile of the consortium, the project objectives, the project motivation, context and work plan, the expected impact, etc. It will be used in all public events and meetings where FiSHY results and activities will be presented. The template has been designed by following the graphic identity guidelines to facilitate the recognition of the project.

## 4.5 Newsletters

The FiSHY newsletter offers the appropriate means to carry out direct proactive communications to the targeted stakeholders, the European Commission, researchers and potential interested investors. The newsletter will be released at every key stage of the project:

**Table 7: Newsletter calendar**

| # | Main Objective                                                                                                                                               | Date |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| 1 | To inform about the Project objectives. To involve stakeholders in the project activities and workshops.                                                     | M6   |
| 2 | To report results of the FiSHY architecture and achievements in Y1.                                                                                          | M12  |
| 3 | To involve stakeholders in FiSHY project activities and workshops. To inform about the achievements in the definition of the use cases and integration tasks | M18  |
| 4 | To inform about the achievements in the implementation of the use cases                                                                                      | M24  |
| 5 | To provide details about the technical components of the FiSHY framework                                                                                     | M30  |
| 6 | To inform about project outcomes and sustainability of these achievements.                                                                                   | M36  |

## 4.6 Blogs

A blog (a shortened version of “weblog”) is an online journal or informational website displaying information in reverse chronological order, with the latest posts appearing first, at the top. It is a platform where a writer or a group of writers share their views on an individual subject [5]. Blogs will allow the consortium to provide details on the project progress in an easy, non-technical and understandable language.

FiSHY blogs will have an extension of one page and the text should be supported by different graphical material, such as pictures, graphs, infographics, etc. In order to make it more attractive for

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FISHY stakeholders; moreover, some of these blogs will be also published like videoblogs on the FISHY YouTube channel.

The blog post will address a general audience and will be shared through a menu option in the Home page of the project website. Blogs will be also promoted in the social networks, LinkedIn and Twitter.

As explained earlier, the FISHY blogs will cover a variety of topics including project results and achievements, cybersecurity news, or general information related to cybersecurity. A list of possible topics of the blog will tie to the expected exploitable results and be as follows:

- Supply chain cybersecurity
- Vulnerability and Risk Assessment
- API/network monitoring
- Privacy enhancement
- Security Assessment
- Intrusion and Detection Services & Honeypots
- Vulnerability Assessment
- Orchestration
- Data Management
- Data Quality Control
- Blockchain
- Predictive Maintenance
- Orchestration
- Integrity Assessment
- IoT security
- IoT security
- Security Platform

## 4.7 Press releases

At least two press release documents are also planned with the purpose to disseminate the FISHY project by informing about the real benefits that FISHY can offer to the stakeholders groups identified in section 2.3 about the cyber resilience in ICT supply chains infrastructures. Furthermore, the press release will be translated into partners' language, namely Spanish, Italian, Slovenian, Greek, Portuguese, and German.

## 4.8 Dissemination & Communication toolkit

The following section describes the printed dissemination material to be prepared in order to spread the message of FISHY.

### 4.8.1 Brochure

The brochure is a non-electronic dissemination material to be distributed during conferences, workshops and during general project events. The main objective of the brochure is to provide our audiences with an attractive and written project overview and a summary of the main project objectives and characteristics. Therefore, the FISHY brochure will:

1. explain the FISHY project and its motivation background,
2. describe the targeted results and
3. provide an overview of the consortium

|                       |                                                                          |                       |    |                 |              |                      |
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## 4.8.2 Poster

The main purpose of the poster is to catch the audience attention. A poster must be eye catching and FISHY poster is designed to give a clear and concise description of the project to interested parties. The graphics developed for the project will be used along with graphics that attract more attention and make the project more memorable to the audience in conferences and workshops. Poster will be publicly available on project's website.

## 4.8.3 Infographics

According to the Oxford English Dictionary, an infographic (or information graphic) is *"a visual representation of information or data"*. But the meaning of an infographic is something much more specific. An infographic is a collection of imagery, charts, and minimal text that gives an easy-to-understand overview of a topic.

The consortium will make use of this format to present the three use cases to be deployed in FISHY. This will facilitate the understanding of their features and benefits.

## 4.8.4 Other materials

Further materials such as leaflets, bookmarks, T-shirts, pens, and other kind of printed material can be prepared according to the project's needs.

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## 5 Dissemination and Communication timeline -Y1

| FISHY COMMS PLAN Y1                                                                                                                                                                                                                                                                                                                                          |                     |                                                                                                                                                                                                             |                                                             |                          |                  |                     |                                               |         |          |          |         |          |       |                                   |     |      |               |        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|--------------------------|------------------|---------------------|-----------------------------------------------|---------|----------|----------|---------|----------|-------|-----------------------------------|-----|------|---------------|--------|
| FISHY OBJECTIVES                                                                                                                                                                                                                                                                                                                                             |                     |                                                                                                                                                                                                             |                                                             |                          |                  |                     | Project (Objectives + Partners + Development) |         |          |          |         |          |       | Architecture, use case definition |     |      | First results |        |
| GENERAL OBJECTIVE                                                                                                                                                                                                                                                                                                                                            | SPECIFIC OBJECTIVES |                                                                                                                                                                                                             | ACTIONS                                                     | KPI'S Y1                 | Partner          | Supporting Partners | September                                     | October | November | December | January | February | March | April                             | May | June | July          | August |
| Positioning FISHY among its stakeholders as the first decentralized, transparent and secure Social Network, through the development and execution of a communication and dissemination plan involving creative ATL (Above the Line), TTL (Through the Line), and BTL (Below the Line) actions that generate visibility, awareness and impact of the project. | Awareness           | Implement a digital strategy through the development of online marketing activities including website and social media channels targeting key audiences for the project to generate brand recognition.      | Development of website (Structure + Basic Content)          | 1                        | UPC              | ATOS                |                                               |         |          |          |         |          |       |                                   |     |      |               |        |
|                                                                                                                                                                                                                                                                                                                                                              |                     |                                                                                                                                                                                                             | Website Update - Blog Content                               | 6                        |                  |                     |                                               |         |          |          |         |          |       |                                   |     |      |               |        |
|                                                                                                                                                                                                                                                                                                                                                              |                     |                                                                                                                                                                                                             | Google Analytics Report                                     | 1,500 Unique visitors    |                  |                     |                                               |         |          |          |         |          |       |                                   |     |      |               |        |
|                                                                                                                                                                                                                                                                                                                                                              |                     |                                                                                                                                                                                                             |                                                             | 3,000 page views         |                  |                     |                                               |         |          |          |         |          |       |                                   |     |      |               |        |
|                                                                                                                                                                                                                                                                                                                                                              |                     |                                                                                                                                                                                                             | More than 2mins visit time on site                          |                          |                  |                     |                                               |         |          |          |         |          |       |                                   |     |      |               |        |
|                                                                                                                                                                                                                                                                                                                                                              |                     |                                                                                                                                                                                                             | Social Media Posts                                          | 2 YouTube videos         |                  |                     | UPC                                           |         |          |          |         |          |       |                                   |     |      |               |        |
|                                                                                                                                                                                                                                                                                                                                                              | Social Media Report | 50 Twitter followers<br>50 LinkedIn members                                                                                                                                                                 |                                                             |                          |                  |                     |                                               |         |          |          |         |          |       |                                   |     |      |               |        |
|                                                                                                                                                                                                                                                                                                                                                              | Visibility          | Generate online and offline visibility of the project by creating valuable content related to the project activity and results, to be shared through several channels (website, social media, events, etc). | Brochure development (General Info)                         | 1                        | TUBS             | All                 |                                               |         |          |          |         |          |       |                                   |     |      |               |        |
|                                                                                                                                                                                                                                                                                                                                                              |                     |                                                                                                                                                                                                             | Infographics for use cases                                  | 3                        | ALTRAN/SONAE/SYN |                     |                                               |         |          |          |         |          |       |                                   |     |      |               |        |
|                                                                                                                                                                                                                                                                                                                                                              |                     |                                                                                                                                                                                                             | Project presentation                                        | 1                        | UPC/ATOS         |                     |                                               |         |          |          |         |          |       |                                   |     |      |               |        |
|                                                                                                                                                                                                                                                                                                                                                              |                     |                                                                                                                                                                                                             | Poster development (General Info)                           | 1                        | TBD yet          |                     |                                               |         |          |          |         |          |       |                                   |     |      |               |        |
|                                                                                                                                                                                                                                                                                                                                                              |                     |                                                                                                                                                                                                             | Video development (General Info)                            | 0                        | XLAB             |                     |                                               |         |          |          |         |          |       |                                   |     |      |               |        |
|                                                                                                                                                                                                                                                                                                                                                              |                     |                                                                                                                                                                                                             | Project workshops                                           | 1                        | UPC              |                     |                                               |         |          |          |         |          |       |                                   |     |      |               |        |
|                                                                                                                                                                                                                                                                                                                                                              |                     |                                                                                                                                                                                                             | FISHY events (Summer Camp/ Demo Day)                        | 0                        | UPC              |                     |                                               |         |          |          |         |          |       |                                   |     |      |               |        |
|                                                                                                                                                                                                                                                                                                                                                              |                     |                                                                                                                                                                                                             | Attendees to FISHY workshops                                | 50                       | UPC              |                     |                                               |         |          |          |         |          |       |                                   |     |      |               |        |
|                                                                                                                                                                                                                                                                                                                                                              |                     |                                                                                                                                                                                                             | Participation in Events/workshops                           | 10                       | ALL              |                     |                                               |         |          |          |         |          |       |                                   |     |      |               |        |
|                                                                                                                                                                                                                                                                                                                                                              |                     |                                                                                                                                                                                                             | Scientific publications                                     | 90% ISI indexed journals | ALL              |                     |                                               |         |          |          |         |          |       |                                   |     |      |               |        |
|                                                                                                                                                                                                                                                                                                                                                              |                     |                                                                                                                                                                                                             | Articles in magazines/newspapers/general media/websites/etc | 2                        | ALL              |                     |                                               |         |          |          |         |          |       |                                   |     |      |               |        |
|                                                                                                                                                                                                                                                                                                                                                              | Liaisons            | 5                                                                                                                                                                                                           | ALL                                                         |                          |                  |                     |                                               |         |          |          |         |          |       |                                   |     |      |               |        |
|                                                                                                                                                                                                                                                                                                                                                              | Action/Engagement   | Maximize interest among target audiences to generate engagement, interaction and feedback on the different channels defined                                                                                 | Press releases                                              | 1                        | UPC              | All                 |                                               |         |          |          |         |          |       |                                   |     |      |               |        |
|                                                                                                                                                                                                                                                                                                                                                              |                     |                                                                                                                                                                                                             |                                                             | 30 press echoes          |                  |                     |                                               |         |          |          |         |          |       |                                   |     |      |               |        |
|                                                                                                                                                                                                                                                                                                                                                              |                     |                                                                                                                                                                                                             |                                                             | 2                        |                  |                     |                                               |         |          |          |         |          |       |                                   |     |      |               |        |
| Newsletter                                                                                                                                                                                                                                                                                                                                                   | 50 recipients       |                                                                                                                                                                                                             |                                                             |                          |                  |                     |                                               |         |          |          |         |          |       |                                   |     |      |               |        |

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## 6 Monitoring and Evaluation of dissemination & communication activities

### 6.1 Methodology for Evaluation

The work performed under T7.1 “Dissemination and Communication” of FISHY project will be closely monitored and coordinated by the task leader. To measure the impact of the conducted activities and to be able to adjust/fine-tune the dissemination and communication strategy for achieving the expected outcomes and maximizing visibility, a set of initial metrics has been developed. Such metrics (Performance Indicators hereafter) will allow having a constant view of the quantitative amount and the qualitative effectiveness of the dissemination and communication activities conducted.

### 6.2 Related Performance Indicators

In terms of assessing the success of the activities conducted in the context of T7.1, several performance indicators will be monitored, as listed in the following tables. It should be noted that although the performance indicators are separated in two groups (namely Dissemination KPIs and Communication KPIs), there is an overlap. For example, conventional dissemination and communications activities (e.g. conference participation) contribute to the visitors of the FISHY website.

**Table 8: Dissemination KPIs**

| KPI                                                                       | Targets <sup>3</sup> |     |     | Expected Impact                                                                                                                                                                                                          |
|---------------------------------------------------------------------------|----------------------|-----|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                           | Y1                   | Y2  | Y3  |                                                                                                                                                                                                                          |
| Number of project-dedicated workshops                                     | 1                    | 2   | 3   | Increased collaboration with other initiatives/projects/programmes for joint research, information exchange and dissemination.<br>Increased awareness.<br>Contact to external stakeholders to promoting FISHY solutions. |
| Number of attendees to the FISHY workshops <sup>4</sup>                   | 50                   | 100 | 150 |                                                                                                                                                                                                                          |
| Number of FISHY events (Summer Camp/ Demo Day)                            |                      | 0   | 2   |                                                                                                                                                                                                                          |
| Number of attended events (including 4 exhibitions and industrial events) | 10                   | 20  | 30  | Ideas’ gathering and knowledge exchange with relevant communities, projects and initiatives; Information about latest ICT news; Liaisons; Increased awareness.                                                           |
| Number of scientific                                                      | 1                    | 5   | 9   | Validation of the project’s concept, findings and advantages;                                                                                                                                                            |

<sup>3</sup> Cumulative figures

<sup>4</sup> 50 per each.

|                       |                                                                          |                       |    |                 |              |                      |
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| KPI                                                                                                                                   | Targets <sup>3</sup> |    |    | Expected Impact                                                                                                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------|----------------------|----|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                       | Y1                   | Y2 | Y3 |                                                                                                                                                                        |
| publications (90% ISI indexed journals)                                                                                               |                      |    |    | Promotion of results to scientific communities; Ideas' gathering and knowledge exchange with relevant communities and initiatives.                                     |
| Number of articles in general media (at least 15 publications to international conferences and workshops related to cyber resilience) | 2                    | 10 | 15 |                                                                                                                                                                        |
| Liaisons and joint activities with other projects, communities, initiatives.                                                          | 5                    | 7  | 10 | Communication of project news, events & results; Validation of project's concept, findings and progress; Ideas' gathering and knowledge exchange; Increased awareness. |
| Contributions to standardizations                                                                                                     | 0                    | 2  | 5  | Submission of at least 4 contributions in relevant industrial bodies and communities                                                                                   |

**Table 9: Communication KPIs**

| KPI                                                                          | Targets <sup>5</sup> |         |       | Expected Impact                                                                                                                                                                                                                    |
|------------------------------------------------------------------------------|----------------------|---------|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                              | Y1                   | Y2      | Y3    |                                                                                                                                                                                                                                    |
| Number of unique website visitors                                            | 1,500                | 2,500   | 3,500 | Main online information channel; Communication of project news, events & results; Liaisons with other initiatives, projects, working groups; Increased awareness. Drive engagement with the project.                               |
| Average duration of website visits                                           | 2 min                | 2,5 min | 3 min |                                                                                                                                                                                                                                    |
| Number of website page views                                                 | 3,000                | 5,000   | 8,000 |                                                                                                                                                                                                                                    |
| Number of references to the project website on search engine (Link Building) | 10                   | 15      | 20    | Liaisons with other initiatives, projects through links; Increased awareness                                                                                                                                                       |
| Number of accumulative followers in Twitter                                  | 100                  | 200     | 250   | Increased visibility to stakeholders active in social media; Attainment of interest of stakeholders; Direct communication with followers. Sharing knowledge with other projects and initiatives. Drive engagement with the project |
| Number of tweets                                                             | 100                  | 200     | 300   |                                                                                                                                                                                                                                    |
| Number of LinkedIn members                                                   | 100                  | 200     | 250   |                                                                                                                                                                                                                                    |
| Number of posts, news/ events on the website                                 | 15                   | 30      | 45    |                                                                                                                                                                                                                                    |
| Number of press echoes (clippings)                                           | 30                   | 60      |       | Increased awareness. Drive engagement with the project                                                                                                                                                                             |

<sup>5</sup> Cumulative figures

|                       |                                                                          |                       |    |                 |              |                |       |
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| KPI                      | Targets <sup>5</sup> |    |    | Expected Impact                                                                                                                                                                                               |
|--------------------------|----------------------|----|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                          | Y1                   | Y2 | Y3 |                                                                                                                                                                                                               |
| Number of brochures      | 1                    | 1  | 1  | Increased awareness. Drive engagement with the project                                                                                                                                                        |
| Number of infographics   | 3                    | 3  | 3  | Increased awareness on project use cases.                                                                                                                                                                     |
| Number of posters        | 1                    | 1  | 1  | Communication of main project's concepts and advances in a catchy and easily understandable manner. Drive engagement with the project                                                                         |
| Number of blog posts     | 4                    | 10 | 16 | Communication of main project's concepts and advances in a catchy and easily understandable manner. Drive engagement with the project                                                                         |
| Number of project videos | 1                    |    | 2  | Increase awareness. Reinforcement of the exploitation strategy.                                                                                                                                               |
| Number of blog videos    | 2                    | 4  | 6  | Communication of main project's concepts and advances in a catchy and easily understandable manner. Drive engagement with the project                                                                         |
| Number of press releases | 1                    | 0  | 2  | Communication of project news, events & results;<br>Increased awareness.<br>Unique branding and visual identity of the project;<br>Improves communication of results and information provision during events. |

|                       |                                                                          |                       |    |                 |              |                      |
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## 7 Impact Creation

### 7.1 Standardization approach

This section depicts and details the different envisioned plans to impact in the different communities related with standardization and open-source development. Open standards are essential to achieve interoperability among different systems and devices in a network. Additionally, without open standards, it is strongly difficult (if at all possible) to develop and integrate new security services in any given network infrastructure, communication service or management procedure. Open-source communities have a similar objective but with alternative approach: providing directly software solutions and its source code that can be directly used and adapted. Finally, the capacity to reach agreements within the industry, through specific initiatives that can be considered as pre-standardization fore, allows for identifying industry needs and bringing operational experience. Therefore, it is one of the project strategic goals to transform the developed solutions into these open groups, and to create consensus among global players to use the technologies developed by the project.

The different organizations have been grouped in three main categories. The following sections analyze the standardization bodies, open-source communities and industrial initiatives identified by the partners as targets for these activities at this initial stage of the project.

Partners will keep track of their involvement in these groups, and of the contributions related to the project results (duly acknowledge according to the specific community rules), so the project can perform a continuous impact assessment and periodically report progress in these aspects.

#### 7.1.1 Standardization Bodies

##### 7.1.1.1 ETSI

ETSI is the European Telecommunication Institute, a Standards Organization recognized by the European Union, and focused on producing global standards for Information and Communications Technologies (ICT), including fixed, mobile, radio, converged, broadcast and Internet technologies. ETSI has more than 800 member organizations in 64 countries all over the world and is a worldwide reference standardization body.

Standardization activities are organized around committees. These committees are conformed by technical experts from member organizations. There are different types of committees for different tasks where most relevant are Technical Committees (TC), ETSI Partnership Projects and Industry Specification Groups (ISG).

The *ISG Experiential Networked Intelligence (ENI)* focuses on improving the network management experience, adding closed-loop artificial intelligence mechanisms based on context-aware, metadata-driven policies to incorporate new and changing knowledge, and make intelligence decisions. ENI is continuously adding new set of use cases, and has defined the architecture, for a network supervisory assistant system based on the 'observe-orient-decide-act' control loop mode. AI applicability to security in FISHY would greatly benefit from a detailed assessment of this model, as well potential contributions in this ISG, in term of Proof of Concepts (PoC).

The *TC for Cybersecurity (CYBER)* provides standards applicable across different domains, for the security of infrastructures, devices, services, protocols, and to create security tools and techniques. One relevant activity of this committee in the network security area is to standardize the protocol

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and capacities for middleboxes or network proxies to provide security services. The FiSHY management mechanisms are in the position of applying and providing feedback on these technologies.

The ISG *Network Functions Virtualization (NFV)* is one of the most active committee with more than 100 specifications and reports related to virtualization of network functions, that reflect the importance of this technology. FiSHY strong commitment with this technology can adopt and contribute to several of the existing working groups (WG), including some potential PoC to demonstrate the adoption:

- WG SEC is the security group that addresses aspects related to information, network and communications security, individual machines/processes, tools, controls and techniques. Potential areas for contributing with FiSHY results includes the security of APIs (SEC022), security specification of the containers (SEC023) or the security management framework specification (SEC024).
- WG SOL (Solutions) activity is oriented to normative aspects regarding interoperability in data models and protocols. Extensions required to support the security orchestrator, to address automated configuration of functions, and to incorporate continuous delivery mechanisms to function lifecycle management are considered interesting opportunities for contribution.

The ISG *Permissioned Distributed Ledgers (PDL)* analyzes and provides the foundations for the operation of permissioned distributed ledgers, with the ultimate purpose of creating an open ecosystem of industrial solutions to be deployed by different sectors, fostering the application of these technologies, and therefore contributing to consolidate the trust and dependability on information technologies supported by global, open telecommunications networks. The outcomes on the application of DLTs to secure supply chains will bring specific experience on applying PDL specs via PoCs and help in identifying specific contributions to work related to ledger interoperability, data conduits or intermittent operation.

#### 7.1.1.2 IETF

The Internet Engineering Task Force (IETF) is the body acting as producer and maintainer of the core Internet specifications, from IP to HTTP, and explicitly referenced by many other bodies in their standardization activities. IETF activity is organized in Working Groups (WG) formed around a charter describing their objectives and plans. They have at least two co-chairs responsible of promoting the completion of the WG charter, moderate discussions, and evaluate and declare WG consensus. WGs are clustered in seven functional areas, with at least two Area Directors per area. The current IETF areas initially identified as relevant for PALANTIR are security, routing, and Operations and Management. The resulting specifications are produced as Request For Comments (RFC), after a process of reviews and refinement of internet draft (I-D). The IRTF (Internet Research Task Force) is a parallel organization focusing on longer term research issues that follows a similar process.

Among these activities, the project has identified the following ones as the most relevant ones in the present moment:

- In matters related to security management and orchestration, the Interface to Network Security Function (I2NSF) WG (dealing with interfaces and models for security control and monitoring) and ACME WG (dealing with automated certificate management) working groups.
- The Service Function Chaining (SFC) WG works in ordered proof of transit and aspects related to operation and management of network services.
- The Network Modelling (NETMOD) WG works on data models for network management, including aspects related directly with FiSHY, such as telemetry and automated control.

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- In matters related to trust and attestation, the RATS WG (dealing with attestation methodologies, protocols and information model for verifying infrastructure security).

The Network Management Research Group (NMRG) focuses on research problems associated with network management of services, especially in aspects related to intent-based approaches. Finally, the Decentralized Internet Infrastructure Research Group (DINRG) investigates open research issues in infrastructure services that can benefit from decentralization or that are difficult to realize in local, potentially connectivity-constrained networks, directly related to the proposed FiSHY application scenarios.

#### 7.1.1.3 3GPP

It is the reference Partnership project for mobile communications standardization. Hosted by ETSI, 3GPP groups several SDOs to provide a common global mobile communication system. Currently the most relevant work is focused on develop 5G. The standardization activities are organized around service areas (SA), and FiSHY will focus on activities within:

- SA1, considering service matters, with aspects related to functional composition and policy-based service definition.
- SA3, considering security matters, with aspects related to smart monitoring and policy-based security enforcement.
- SA5, considering management matters, with aspects related to intent-based management.

#### 7.1.1.4 ISO/IEC

ISO (International Organization for Standardization) is the largest organization dedicated to standardization. It is a non-governmental organization, based in Switzerland, currently associating standardization bodies from 165 countries. The development of standards is based on the voluntary work of members of national standardization bodies, requiring the approval of all members who have the status of voters - according to their participation, and by their own initiative, any member country can apply for this status, which will be maintained as long as keeping active participation in the voting processes. All members meet annually in a General Assembly to discuss strategic options. Structurally, the ISO is governed by a Council that integrates, on a rotating basis, 20 of the member organizations and that guarantees the administrative functions, operated by a secretariat established at its headquarters. A substantial part of that council manages technological aspects, with more than 250 Technical Committees (TC) under its remit, each subdivided into subcommittees, which effectively coordinate the development of standards. Some of these TCs are still joint initiatives with other related organizations. This is the case of the Joint Technical Committee 1 (JTC 1), dedicated to Information Technologies, which is also part of the International Electrotechnical Commission (IEC) efforts, called ISO / IEC JTC 1. In fact, JTC 1 still has the active collaboration of many other organizations, including the European Commission. JTC 1 also includes a Joint Advisory Group (JAG) and several subgroups, with different designations dedicated to specific aspects of standardization in the broad domain of ICT.

Within the FiSHY project's scope, the ISO / IEC JTC 1 Subcommittee 27 (SC 27), which is dedicated to IT Security Techniques, is particularly important. A particular reference to the well-known ISO/IEC 27000 family of standards, which is recognized as one of the leading cybersecurity frameworks available. Some of the project's members are part of working groups of national bodies linked to SC 27, with considerable experience in conducting and monitoring standardization efforts. There are other SCs which operate in the scope of FiSHY. However, SC 27 is much more focused and giving the interrelations established with other groups, all relevant developments are reachable through this subcommittee. SC 27 is divided into 5 working groups, and we can envisage a clear interrelation

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between all of them and the FISHY project, both in terms of possible contributions and guidance. The subgroups and the relations with FISHY components are:

- WG 1 (Information security management systems) - it is focused on the risk management process, which is central to the FISHY main goal, to build a platform to leverage supply chains operations based on the capacity to manage de information security.
- WG 2 (Cryptography and security mechanisms) - cryptography-related tools are fundamental to promote integrity and confidentiality, which are pillars for trustful systems. FISHY includes a Trust Management component, where cryptography techniques will play a central role.
- WG 3 (Security evaluation, testing and specification) - security evaluation is central in security management and the capacity to measure security control's efficiency. The standards available are essential to understand metrics in general, but there is a large space to explore it in specific environments like supply chains. This is a topic where we expect FISHY can contribute significantly.
- WG 4 (Security controls and services) - ISO/IEC 27002 describes many security controls, being recognized as a central reference in most information security models. Even so, security for supply chains is not in the scope of this WG, which is better addressed by TC 292, that published ISO 28000 (despite not being focused on TIC). It is not expected to have a significant contribution to this topic.
- WG 5 (Identity management and privacy technologies) - this is also the focus of one of the FISHY components. Again, the supply chain application domain will bring new issues and challenges to the standards available, creating justified expectations concerning the field's possible contribution.

#### 7.1.1.5 TCG

The Trusted Computing Group (TCG) is the organization that promotes and develops documentations and tools related to the trusted computing technology. The TCG has published several specifications defining the concept of Trusted Platform and, more importantly, it proposes an implementation (widely accepted by the industrial world) that relies on an additional chip, the Trusted Platform Module, which has already been shipped with millions of devices.

Three of the TCG's work groups and the related specifications are particularly relevant for Fishy:

- Trusted Platform Module (TPM): working on Trusted Platform Module Library specification for TPM 2.0 (e.g., architecture, commands).
- TPM Software Stack (TSS): working on standard API for accessing the functions of the TPM.
- Internet of Things (IoT): providing guidance on how Trusted Computing can be used for securing IoT.

General description of body structure, contribution procedures and target groups.

## 7.1.2 Open-Source Communities

### 7.1.2.1 OSM

Open Source MANO (OSM) is an open-source project for the development of an E2E network service orchestration framework aligned with ETSI NFV specifications. It is an ETSI-hosted initiative that aims to provide a software solution that facilitates the use of maturation of NFV technology, gives access to a huge ecosystem of VNF vendors, and allows testing and monitoring between the orchestrator and the rest of elements (NFVI, VNFs and PNFs, etc.). Although it was originally focused on NFV MANO, the scope of OSM is currently more ambitious, with the definition of a micro-service architecture composed of fine-grained modules carrying out activities beyond NFV scope, including

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goals directly connected to FISHY outcomes, such as function configuration and management, over any kind of deployed functions (virtual, physical or hybrid), and policy-based performance assurance and fault supervision, with the definition of a monitoring module (MON) and a policy module (POL) that enables OSM to create, manage and trigger alarms based metrics.

Releases in OSM are based on six-month cycles. OSM releases are delivered biannually, and they are named with a number name in capital letters: (ZERO, ONE, TWO). Current software version is OSM Release NINE. The project developers agree on a blueprint for each coming release by deciding on priorities over different evolution proposals.

#### 7.1.2.2 ONF

The Open Networking Foundation (ONF) is a non-profit operator-led consortium driving the transformation of network infrastructure and carrier business models. The ONF is building open solutions by leveraging network disaggregation, white-box economies, SDN/NFV/Cloud technologies and open source software to revolutionize the networking industry. ONF is a community of over 200 partners, members, and collaborators. Altran is a collaborator in this forum and can help promote and advocate FISHY in the Open and different EDGE and NFV initiatives.

#### 7.1.2.3 LF Edge

LF Edge is an umbrella organization that aims to establish open, interoperable frameworks for edge computing independent of hardware, silicon, cloud, or operating system. Launched in January 2019, LF Edge is comprised of existing Linux Foundation projects Akraino Edge Stack, EdgeX Foundry, and Open Glossary of Edge Computing, as well as the new Project EVE from ZEVEDA and Home Edge Project from Samsung Electronics.

LF Edge aims to create a vendor-neutral platform that works with any and all existing IoT specifications for deploying, connecting, and securing devices. LF Edge will bring the best of telecom, cloud, and enterprise technologies (representing both location and latency differentiation) to help ensure greater harmonization and accelerate IoT deployments at a global scale.

Altran is a Premier member of Linux Foundation Edge Project, currently actively pursuing the Akraino project particularly on security aspects.

Akraino is a set of open infrastructures and application blueprints for the Edge, spanning a broad variety of use cases, including 5G, AI, Edge IaaS/PaaS, IoT, for both provider and enterprise edge domains.

Altran intends to play a leading role in the Edge Computing ecosystem by contributing some of its software and solution breakthroughs to the open community, including (but not limited to) contributions to compute frameworks, APIs, management plane and use cases.

The exposure to experts on the LF Edge forum can benefit FISHY on the views and propositions of diverse organizations to validate and strengthen competencies in Edge Computing.

### 7.1.3 Other Industrial Initiatives

#### 7.1.3.1 ECSO

ECSO (European Cyber Security Organisation)[9] is (was) the partner of the European Commission for the implementation of the Cybersecurity Public-Private Partnership (PPP). ECSO managed the research, work and recommendations in the area of cybersecurity from both public and private stakeholders, including large companies, SMEs, research centres, universities, operators, end-users, etc. from European Member States and H2020 Programme associated countries.

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The main objective of ECSO was to develop the European cybersecurity ecosystem and the advancement of European digital sovereignty. In order to achieve this objective, the organization is composed of different working groups, each of them focusing on different aspects:

- *WG1 standardization, certification and supply chain management* focuses on cybersecurity standardization activities and certification.
- *WG2 market deployment, investments and international collaboration* supports activities for market deployment, investments, and collaboration with external European Member States.
- *WG3 sectoral demand and users committee* focuses on the needs of different technical and non-technical sectors of Europe in the field of cybersecurity
- *WG4 support to SMEs, coordination with countries and regions* focuses on support and work with SMEs across Europe, obtaining information about their needs and creating taskforces to increase their cybersecurity workforce and collaboration.
- *WG5 education, training, awareness and cyber ranges* addresses the specific education and training activities. This is a very important aspect of cybersecurity together with the technical one, so the education covers from the universities to learning tools for organizations.
- *WG6 SRIA and cyber security technologies* works on the compilation of needs of different sectors and working groups in order to create an agenda of cybersecurity challenges that is provided to the EC in order to support them for the identification of next objectives in the research and innovation area.

As detailed above, there are different activities and working groups that could be aimed for collaboration in ECSO, specially WG1 (standardization, certification, and supply chain) and WG6 (cybersecurity challenges). WG1 is one of the more important for FISHY as it focuses, among others, on the testing and validation of supply chain in Europe. FISHY partners aim at having a close interaction with them in order to, on the one hand, use their results for guiding cybersecurity work of FISHY and , on the other hand, provide ECSO with results of the project that can hence be used to enhance their work with real use cases.

#### 7.1.3.2 CARNET

CARNET (Cooperative Automotive Research Network) is a knowledge hub for automotive science and technology, focused on urban mobility. CARNET is a cooperation platform for the mobility industry, local universities and institutional partners based in Barcelona.

CARNET aims to solve the challenges of urban mobility and focuses on innovative technologies and new mobility concepts and needs, which arise from potential future urban lifestyles. In order to create new product solutions, CARNET wants to transform traditional concepts of the automotive product and technical development methods into cooperative approaches that bring together vehicle manufacturers, communities and potential service operators. CARNET's general approach to urban mobility contributes to the vision of becoming a "lighthouse" region for the development and demonstration of future mobility technologies.

Altran collaborates in this initiative and intend to share FISHY's principles among the automotive and smart cities communities. General description of initiative structure, contribution procedures and target activities.

## 7.2 Exploitation Strategy

### 7.2.1 Exploitation strategy

The following sections express the objectives, KPIs, timeline of activities and resources that are essential for the exploitation and business development activities [2][8].

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### 7.2.1.1 Overall strategy and timeline

Exploitation is a core activity in any project that aims to the path of commercialization, which is usually long and structured, based on consistent business development. Moreover, the lean approach adopted in FISHY requires the continuous contact with the early adopters. Internal to the project the early adopters are the pilot use- cases in the context of their industrial activities, while the consortium will seek external verification and adopters through collaborations and presentations at industry events (please see Sections 3 and 4, respectively).

Considering the continuous market radar developed and maintained in the context of the Task 2.1, the exploitation of FISHY will ingest the generated insights to guide the product development towards the needs of the market and in the context of the competitors' landscape. Moreover, it will define the value proposition and business models for the stakeholders based on the collected and elaborated individual and joint exploitation plans by the consortium partners, proceed with the appropriate IPR management, and draft the go-to-market strategy based on the market penetration plans, as well as financial and sustainability plans.

In the following sections, it is presented an initial integrated strategy, based on: (i) a list of specific KPIs to measure the progress of exploitation, (ii) key highlights and takeaways, (iii) the description of the live exploitation document serving us to monitor the business development and coordinate collaboration within partners, and (iv) a timeline of planned exploitation activities for the duration of the project and two years beyond it.

### 7.2.1.2 Exploitation Key Performance Indicators

The following KPIs serve us to measure and monitor the exploitation activities. It will be presented in the forthcoming impact generation reports. Those will be discussed and updated at each plenary meeting to guide the exploitation progress report.

**Table 10: KPIs for FISHY exploitation activities.**

| Item                | Description                                                                  | Metrics                               | Target M12 | Target M36 |
|---------------------|------------------------------------------------------------------------------|---------------------------------------|------------|------------|
| IPR Management      | Identification and analysis of IP results                                    | # of IP instances logged and analysed | 15         | 15         |
| Exploitable Results | Identification of market trends and segments                                 | # of exploitable results analysed     | 20         | 15         |
| Product Definition  | Analysis of solutions with market potential                                  | # of solutions prepared               | 10         | 5          |
| Pitch Activities    | Pitch canvas developed over each of the FISHY Key Exploitable Results (KERs) | # of activities                       | 20         | 5          |
| Go-to-market        | Marketing actions to enhance the product                                     | # of actions                          | 15         | 10         |

The target values for the lead generation and go-to-market KPIs depend on the timing of the availability of the demonstrators. This is also in line with the dissemination efforts in the context of industrial dissemination and marketing activities discussed in Section 4.

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### 7.2.1.3 Key exploitation objectives

In this subsection we present the main highlights for the exploitation of this project, which will serve us as guidelines to progress with this task. With that respect, the following points will be present in the overall exploitation activities and continuously picked-up in the forthcoming impact generation reports.

1. Leverage individual and joint exploitation towards an appropriate business landscape, based on the individual interests of all partners, and the common points that can enable an appropriate global exploitation model
2. Establish the appropriate business development resources based on the initial Business Model Canvas (BMC) and SWOT analysis published in the GA. This will refine the core ideas and business identity of FiSHY, based on the current technological developments and market assessment.
3. Monitor and synchronize with the innovation management, based on the IPR management, and from that proceed with a robust lean product development, considering feedback of use case partners (i.e., the early adopters of FiSHY).
4. Provide guidance and resources to the dissemination activities in T7.1 for the development of business-focused marketing materials, promoting the integration of the efforts of these tasks into common needs.
5. Actively contribute to the preparation of FiSHY presence in industry events towards lead generation, and identification of new stakeholders, competitors and business opportunities

The above objectives are fully integrated with the presented KPIs and the timeline of activities, presented in this document, in order to provide guidance to all the exploitation tasks within the consortium and to the integration with other WP7 tasks.

### 7.2.1.4 Live exploitation document

As exploitation is an activity that will mature and evolve through the project, we have created a living document accessible to all the partners represented in FiSHY's exploitation team. This serves us to keep track and offer a global view on the progress of the exploitation activities. The shared document is composed of the following sections (with mentioned names of tabs in the shared spreadsheet as the ones in bold below):

- **Team & Tasks** - describing the exploitation team and scheduling the requests and task timelines.
- **KPIs** - making available a live monitor of the measured key performance indicators.
- **Timeline** - enabling a live timeline of exploitation activities, including shared activities with other WP7 tasks.
- **Exploitation Results** - describing expected exploitable results, based on the most recent IPR management results, including essential details for product development.
- **Product definition** - details of each proposed component (product candidate) with assigned product lead, features overview, and main indicators of progress status.
- **Value proposition** - ranked value propositions of the overall FiSHY solution.
- **Key partners** - details on the FiSHY business partners and their coverage within the consortium, AB members, and main external partners.
- **BMC** - refined BMC as published in Section 2.5.3 of this deliverable.
- **SWOT** - refined SWOT as published in Section 2.5.4 of this deliverable.
- **Porter's 5 forces** - analysis of Porter's 5 forces model in the context of FiSHY.

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- **Lean BMC** - analysis of the lean BMC, further developing the original BMC, in the context of the current developments of FISHY, including the unfair advantage.
- **Llava matrix** - analysis of the further business development over the Llava matrix, complementing the lean BMC towards a go-to-market strategy.
- **Individual exploitation** - general summary of the provided individual exploitation plans from all partners.
- **Joint exploitation** - general summary of the provided joint exploitation plans from all partners.
- **Deliverable TOCs** - the planned and commented items of the table of contents of the exploitation section of all the impact generation reports.
- **Map** - the overall map of the shared spreadsheet.

This live document is continuously updated and serves as a base of discussion on exploitation related issues during WP7 teleconferences, project plenaries and other meetings.

#### 7.2.1.5 Timeline of activities

In Figure 5 we present the initial timeline of activities, expressing a consistent plan with a 2-year window beyond FISHY lifetime, in order to give an idea of the overall exploitation activities and how they relate to each other in a synchronised way.



Figure 5: Timeline of activities for FISHY exploitation.

A more detailed and continuously updated timeline of activities is provided in the exploitation live document permitting the access to all partners and enabling efficient means for the integration of activities with other WP7 tasks.

The following points summarize the future work in exploitation, which will be reported in D7.3.

- Identify the exploitable results and select the ones with commercialisation potential.
- Model joint exploitation from the individual exploitation expressed by partners and their view on the joint exploitation itself.
- Work with all partners in the further business development, including Porter's 5 forces and Llava matrix.

#### 7.2.2 Exploitable results analysis

The exploitable results are innovative assets built within the project, having a significant role in the forthcoming business opportunities. They do not have to be of TRL 8 maturity in the end of the project, and might need further improvement to a production level, but need to be prioritized in the

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R&D roadmap. Their value can be associated with immediate commercialisation, social good or academic excellence (in the case of academic exploitation).

The exploitable results resulting from the technological development within the project must be based on an accurate IPR management, ensuring the protection of the IP results that they intersect, and feed the product development. Some of them are technological enablers (e.g. the orchestrator xOpera and its extensions) ensuring that there is a robust base for the core technologies, represented by other exploitable results, can smoothly provide the main functionality of FiSHY.

The exploitable results, identified in the context of running tasks T2.1 and T7.3, will be integrated in one way or another and will comprise of the FiSHY platform. These are as follows:

#### 7.2.2.1 Technology Enablers:

##### Privacy enhancement

- Ordered Proof of Transit (OPoT) - TID provides a basic prototype for PoT technology that allows to verify packets traversing network nodes, using multikey cryptographic functions associated and distributed to the designated nodes. Current PoT technologies are focused on verifying node by node but without taking account the order. Security enforcements for supply chain scenarios will need not only that traffic flows use specific nodes, but also verification that the flows have followed a specific order. TID will implement PoT and evaluate the extension to ordered PoT using nesting encryption or symmetric masking between nodes to also enable the verification of the order of the nodes traversed by the traffic.

##### Cloud Orchestration

- Extensions to xOpera - XLAB brings a xOpera orchestrator which is a free tool that can easily be extensible with modules supporting intent-based orchestration of security components / appliances. The extensions will be contributed as open source components in the repositories related to xOpera. xOpera is based on Ansible and TOSCA standard: Ansible roles can be used for: i) orchestration of the security (or other) services managed within FiSHY, and; ii) management of the security appliances used by the end-users (the user of FiSHY). These roles can be specifically written supporting existing end-user's appliances, e.g. FORTIGATE, CISCO, and others. Base project is <https://github.com/xlab-si/xopera-opera/> (orchestrator) that allows us to orchestrate service on top of existing VMs.
- Intent-based resilience orchestrator (IRO) - TUBS's Intent-based resilience orchestrator (IRO) will make use of natural language processing techniques by using a set of classification, clustering and regression algorithms for the translation of intents into workflows. Some of the AI techniques that FiSHY plans to use include deep reinforcement Learning (DRL) for enriching the intent-based orchestration with the help of human interventions. The main goal is to determine which machine-actions receive more or less reward in order to optimize the model behaviour. This will enable to enrich the model by inferring new strategies to be provided by the final FiSHY framework and to deliver a more efficient solution with high chances to be adopted by the market.

##### Data Management

- ILT-based warehouse management system - OPT offers Aberon Warehouse Management System which constitutes the main core of the solutions provided by VELTION/Optimum for managing and optimizing the supply chain. In FiSHY project, the Aberon system functionality and API will be extended to support interledger technologies, offering a proof of integrity operation to cross check data on a consortium ledger against the signatures stored in a public ledger, thus validating the integrity of the data in the case of audits on behalf of external entities

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- Evidence-based data monitoring platform - SYN offers SynField platform that targets applications focused on precision agriculture and controlled irrigation solutions, by providing monitoring information, statistical data, configurable notifications and rules. Within FISHY, the plan is to establish a distributed and immutable data management layer within SynField that will make traceability and quality control of transported products more robust, reliable and time efficient. Interfacing with the multi-layered monitoring of complex ICT systems enabled by the Evidence Collection Engine, providing an auditable and certifiable posture in relation to security claims and pertinent metrics.

### Blockchain

- Trustworthy identification and authentication of edge systems - UPC's SEN (Secure Edge Nodes) is aimed at enabling the authentication of devices deployed at the edge, with special focus on mobile scenarios. The mobility characteristic inherent to edge devices makes such scenario very volatile, requiring fast authentication processes to prevent the need for additional time to handle devices authentication and authorization. The tool leverages DLT supported by a basic consensus algorithm that should be tailored to the specific supply chain scenarios. In order to face the specific constraints imposed by these scenarios, especially in the set of devices and systems to be connected (terminals, sensors, etc.), new interfaces and discovery modules will be adopted by the current SEN deployment, all in all to be integrated into a global platform, like FISHY, what has not been done yet for SEN.

### Predictive Maintenance

- Advanced Mitigation strategy - UPC's P-MEM (Predictive Maintenance Tool) is designed to provide in advance maintenance directions inferred from a smart treatment of the data collected from several probes deployed in the whole infrastructure and the analysis of the vulnerabilities and risks. Current deployment leverages basic ML algorithms to deliver the proper maintenance directions, but efforts in FISHY will aim at optimizing the data analysis considering the proposed strategies for vulnerabilities propagation forecast and risks estimation along with the enhanced solutions for security assurance as well as the ML strategy to be used.

#### 7.2.2.2 Core Assets

### Vulnerability Assessment

- Enhanced capabilities for ATOS XL-SIEM (ATOS) – In the context of FISHY the XL-SIEM will be enhanced to deploy its correlation engine in a distributed manner and support data processing on the edge, alleviating the workload existing in the core network. The application of edge computing techniques to the XL-SIEM will allow for better preparedness to cope with amounts of data increasing exponentially thanks to the optimization of its internal computation processes. This will lead to quicker and more efficient reporting, thus benefiting and easing the daily tasks of security analysts.
- Vulnerability assessment tool – XLAB brings a component for simple, scalable and easy to orchestrate component for vulnerability detection of web applications and information sharing between the stakeholders using the platform. This component is based on XLAB vulnerability scanner that efficiently assesses the vulnerability and availability of applications for more than 350 known vulnerabilities (it uses public freely accessible databases of vulnerabilities and mitigation information). During the FISHY implementation, the tool should progress towards a stable and production-ready self-contained service, providing scheduling of the vulnerability assessment capabilities and notifying end-users in real time about potential new vulnerability issues, mitigation tactics and any residual risks after the mitigation actions are put in place. Moreover, it should be integrated with the rest of the Trust and Incident Management platform

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within FiSHY providing capability of notifying vulnerabilities to the other FiSHY components (e.g., with the Extended Risk Assessment Engine by ATOS).

### Risk Assessment

- Extended Continuous Risk Assessment Engine - Atos brings the Continuous Risk Assessment Engine, an asset able to measure in real-time the cyber risk exposure of a specific ICT infrastructure. To do it, it correlates technical information obtained from the cyber climate (events, alarms, vulnerabilities), the business value of the services provided by the infrastructure elements, and the business and ICT profile of the company. It delivers a risk assessment report that can be understood by top management positions. The report considers not only the ICT level, but also the business level. Conceptually, it represents an extra intelligence layer placed on top of the ATOS XL-SIEM (presented above) to evaluate cyber risks, combining the technical and business perspective to involve top managers in making informed decisions. In the context of FiSHY the Continuous Risk Assessment Engine will be evolved to assess the cyber risk exposure in ICT infrastructures supporting multistakeholder business processes. In this context, a special focus will be put on the measurement of the cyber risks linked to cascading effects propagated along the supply chain.

### Security in IoT

- Framework for InfSec evaluation within IoT - UMinho's LabSecIoT is a research and development laboratory devoted to IoT information security issues. Edge4All is an architectural solution that addresses security evaluation within IoT platforms taking communication protocols and authentication characteristics as parameters, and benchmarking using standards available from ISO and IEEE. The same principles, model, and framework can be adapted to FiSHY project, while the FiSHY case-studies will leverage the information security evaluation framework to a broader validation and utilization (until now, Edge4All is a solution oriented to Smart City applications).
- Connected & Autonomous Car Use Case - Altran provides an autonomous & connect car prototype (REMOTIS) that connects to an MEC server (ENSCONCE) to accomplish main driving decisions. Driver biometric data, vehicle identification and characteristics, sensors data (cameras, LIDAR, etc and driving parameters (Brakes, steering, etc) are sent to ENSCONCE where are analysed by machine learning algorithms to take driving decisions and transformed them in actions that are sent back to REMOTIS. Both, vehicle and server architecture, will be extended to support FiSHY paradigm and to implement and validate advanced authentication and security services that are offload into the EDGE Network.

### Security Platforms

- Manufacturing Use Case- SONAE will provide a real manufacturing context to enable the testing and validation of the FiSHY developments in the real scenario of wood-based panels manufacturing, with special focus in the components dedicated to IoT, edge and cloud security and to the enforcement of trust levels in data flows throughout the value-chain

### Security Assurance & Certification Management

- Security Assurance & Certification Management Platform - STS provides a continuous Security Assurance platform which: (a) combines runtime monitoring and dynamic runtime testing to ensure to correct and effective operation of security controls; (b) can be hooked to different systems through probes to obtain the monitoring and/or test evidence; (c) operates based on models that determine the operational evidence that should be captured and how it should be; (d) enables the runtime assessment of temporal event patterns and rules that can express signature or anomaly-based patterns. This platform will form the basis of the FiSHY Security Assurance & Certification Management modules, interfacing with the multi-layered monitoring

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of complex ICT systems enabled by the Evidence Collection Engine, providing an auditable and certifiable posture in relation to security claims and pertinent metrics.

### Intrusion and Detection Services

- Detection and protection components - XLAB brings a collection of containerized detection components, varying from honeypot (based on Cowrie), IDS (based on Suricata), components based on Wazuh, extensible with OpenVAS. The components for Detection and protection will be integrated as part of T3.2, T3.3 and mainly T4.2, where the results will help with assessment of residual risks, enforcement and mitigation measures, and indications and metrics for the level of compatibility with regards to objectives and controls of the Certification Manager module.

### Integrity Assessment

- Integrity Assessment Toolkit - POLITO brings to the project its integrity assessment toolkit (based on remote attestation techniques). This toolkit mostly relies on a physical root-of-trust (the TPM chip), which creates problems in virtualized environments or devices with limited capabilities that lack this chip. Within FISHY, POLITO will evolve this toolkit to manage other forms root-of-trust (e.g. firmware-based) and adapt it to support some form of virtualization. This will make the toolkit closer to the needs of real-life systems and permit its adoption in several solutions.

### API/network monitoring

- Standardised API for network infrastructure abstraction - TID is leading the standardization of a set of open API and standards models to help network monitoring and configuration over heterogenous network solutions. TID will expand these interfaces to increase orchestration resilience and security monitoring

## 7.2.3 Individual exploitation

There are three main ways of exploitation that FISHY consortium will explore:

- Joint exploitation
- Individual exploitation and
- Non-Commercial Exploitation

**Joint Exploitation** implies that some partners will exploit FISHY results with a complete set of functionalities and services offered by the platform. In this scenario, several combinations of joint exploitation will be considered and individual ownerships imagined (legal entities; groups of partners forming alliances owning the respective partners' foreground and licenses; forming a way of collaboration where one partner can lead promotion of the solution on its own and agreements are set between the rest of the partners – organization depending on the commercial opportunity).

**Individual Exploitation** is the second option where a single partner could establish a new entity and negotiates the conditions of the exploitation of FISHY with the rest of the partners. When the ownership and the exploitation are separated the results are channeled through the individual exploitation plans, where each partner decides how to make use of their foreground commercial or non-commercial [2].

**Non-Commercial Exploitation** is applicable to knowledge and prototypical software products that will be sustained through continued research. It encompasses the use of knowledge gained during the project, protection of intellectual property such as license agreements or patents, or exchange research with external R&D groups and initiatives.

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### 7.2.3.1 ATOS

ATOS is the leader company at European level in terms of cybersecurity services delivery and is positioned among the top 10 companies in the world. ATOS counts on around 5000 cybersecurity professionals all over the world, managing global Security Operation Centers (SOCs) in Europe, America and Asia as well as many local SOC's. The Research and Innovation Group of ATOS (ARI) will oversee the execution of the FiSHY project. ARI is the R&D hub for emerging technologies and a key reference for the whole Atos group. With almost 30 years of experience in running Research, Development and Innovation projects, we have become a well-known player in the EU context. In particular, the project will be run by the Cybersecurity Laboratory, whose research activities are fully in line with those envisioned in FiSHY. From the commercial perspective, ARI will work on the technology transfer and the effective incorporation of the project results to the company value chain, using them specifically to strengthen the portfolio of cybersecurity products and services the company delivers, generating new business opportunities. To achieve this, a continuous effort of internal project promotion and awareness raising will be made by the ARI business developers and exploitation specialists, who will foster liaisons with the consulting and sales teams, ultimate beneficiaries of the project outcomes. From the scientific standpoint, the group will manage the incorporation of the results of the project into ongoing R&D projects. Also, they will be used to generate future R&D opportunities and new projects of key importance for the company, always in alignment with the societal and market needs.

### 7.2.3.2 SYNELIXIS

Based on FiSHY outcomes, and more precisely on the intent-based orchestrator and the security aspects of the farm-to-fork supply chain use case, we plan to extend our SynField platform to detect cyber-threats and adopt innovative techniques for the sharing of data, based on interledger technologies. Moreover, FiSHY will help extending the capabilities of SynTrace which is a fully decentralized, flexible and DLT-based traceability solution for Food Supply Chain Management, that seamlessly federates heterogeneous legacy IoT environments while enabling interoperability and secure management of digital data and business interactions along the chain. . FiSHY will also help Synelixis to retain and strengthen its position in the research era on sustainable precision agriculture domain, which so far has been built on commercial activities. Further exploitation is planned through promoting innovative solutions in commercial projects and partnerships, where Synelixis OEM products will form offerings towards the system vendors included in FiSHY.

### 7.2.3.3 XLAB

XLAB's short-term individual exploitation plan is to provide support for service's orchestration (security services - monitoring agents) of the developed solution to the potential end-user of the FiSHY platform.

XLAB's exploitation plan is to integrate the support for the developed platform into solutions provided by XLAB's commercialization teams focusing on automation and management of data centers. Moreover, we also plan to work towards proof-of-concept deployment of the solution in the domain of public administration and the SMEs & MEs in reach through the connections with the ABC Accelerator, the Chambers of Commerce and Industry of Slovenia, and the Technology Park Ljubljana. Joint exploitation plans also include the possibility of promotion of the FiSHY platform by XLAB team focusing on automation and management of data centers to their customers. This way the team would be equipped with a new tool that could be integrated with the existing offering (or as an addition option) to the IT infrastructure orchestrated enabling insight into trust and security of the supply chain.

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Non-Commercial exploitation tasks will include collaboration with existing research projects where specific similarities are already identified.

#### 7.2.3.4 POLITO

POLITO is involved in several research and consultancy projects related to cybersecurity. The expected results of FISHY look promising for adoption in several of these activities, providing a solid and general foundation for detection and reaction architectures, as well as for certification. The research results of FISHY will be used in the teaching activities of POLITO (e.g. lectures in MSc and/or PhD courses, subject for thesis) as well as in its consultancy activities for the Italian government, often related to protection of the ICT infrastructures of the Public Administration. Finally, POLITO is a member of UNINFO (the Italian standardization body for ICT) and some of the FISHY results might be considered in the creation of standards for cybersecurity audit, evaluation, and certification

#### 7.2.3.5 TID

TID as a part of the Telefónica Group oversees the innovation and strategic vision of emerging network and security technologies, with its main goal focused on applying new ideas, concepts and practices in addition to developing advanced products and services. Telefónica sees FISHY as an opportunity to increase both infrastructure security and to extend the portfolio of security services provided to our customers. One of the objectives of TID is to disseminate and exploit the project research results in Telefónica, with the goal of promoting the results and ideas inside the strategic roadmap of the relevant Telefónica business units in Europe and the world. More specifically, TID plans to communicate and promote the FISHY results within the Telefonica Group units working in Data Analytics (LUCA, <https://www.luca-d3.com>) and Cybersecurity services (11Paths, <https://www.elevenpaths.com/>). This will include internal proofs of concept, field trials, and training, with the goal of making these units incorporate the results of FISHY to their commercial service offer beyond the end of the project.

In parallel with these actions towards direct commercial exploitation, other initiatives will also be undertaken to maximize project impact and apply its outcomes, especially when it comes to contributions to industrial communities, such as standardization bodies (ETSI, IETF, 3GPP) and EC initiatives (the current 5G and Cybersecurity PPPs, and open-source projects (OSM, OpenStack, ODL), whenever applicable.

TID is also interested in possible patents for the services and system pieces derived from the FISHY model, with special focus in all areas related to network abstraction (from both the data collection and control action perspectives), and the validation of network properties (topologies, performance, resiliency, etc.).

#### 7.2.3.6 UPC

As an academic partner, the main UPC's exploitation aim is threefold. First, UPC will aim at handling the IPR generate within the project through potential knowledge transfer to the industrial sector. To that end, preliminary links will be set to the industrial partners within the consortium. Further actions will be also taken either as a single partner or along with other project partners to approach other industrial sectors that may benefit from the project results. Second, exploitation activities will also focus on the academic side. Therefore, UPC's contribution will endorse the training of PhDs and master students with knowledge obtained from the FISHY project activities, whose integration into the European industry contributes towards growing and sustaining the innovation capacity of European companies. At a different level, the knowledge, expertise, and development know-how obtained within FISHY will also benefit engineering students, through both lab activities and final degree projects). Finally, UPC's contribution to the FISHY project exploitation will also focus on

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enhancing communication outreach conducted at the various academic and research partners through the participation in forums to disseminate scientific activities to general public.

#### 7.2.3.7 TUBS

TUBS will work on the architecture and especially the intent-based modules of cyber-resilient FISHY platform which are the activities that require our existing knowledge and tools, or the development of new tools, which is expected to lead to new IPR and scientific results in FISHY. The knowledge and products gained during the project progress will be used to train students and scientific staffs, mainly doctorate and post-docs. Educated future skilled workforce in this sector is the primary exploitation objective of TUBS in this project.

#### 7.2.3.8 OPT

Beyond the software modules and the novel functionality related to networking and services, the farm-to-fork supply chain use case to be implemented within FISHY along with the gained expertise will enable OPT to enrich the portfolio of its offerings with innovative and robust products and services tailored to the needs of logistic chain, which is OPT major market target. OPT will also exploit the potential of collaboration with large industrial partners (e.g. Atos) in FISHY consortium to develop IoT and security modules that can be integrated in the solutions that OPT provides to their customers.

#### 7.2.3.9 SONAE

Besides advancing internal and external knowledge around mechanisms that can improve IoT, edge and cloud security, as well as ensure trust in ICT systems throughout a value-chain, SONAE/Sonae Arauco, as an industrial end-user, is interested in piloting, validating and helping explore FISHY developments. It is also interested in fostering the collaboration and co-development of innovative market solutions with the consortium members, namely further advancing the developments of FISHY into higher TRL levels.

#### 7.2.3.10 ALTRAN

ALTRAN ranks as the undisputed global leader in Engineering and R&D services (ER&D). The company offers clients an unmatched value proposition to address their transformation and innovation needs. Altran works alongside its clients, from initial concept through industrialization, to invent the products and services of tomorrow. Over 30 years, the company has provided expertise in aerospace, automotive, defense, energy, finance, life sciences, railway and telecommunications. ALTRAN will exploit the results of the FISHY project in three directions. Firstly, it will improve the authentication, security and certification services of its Edge Computing framework (ENSCONCE) that allows network equipment makers and communications service providers to offer a micro-service management platform in the Edge to its customers, especially in the industrial and manufacturing sectors, where the security of communication and IoT processing (sensors, actuators, robots) of its infrastructure is critical. Secondly, Altran will incorporate FISHY concepts and developments in the portfolio of services for the development of connected and autonomous vehicles offered to its customers in the automotive sector. Finally, Altran will improve its offer of Internet of Things Industrial services (IIoT). To ensure the transfer of research results, the ALTRAN R&D department will work closely with four of its World Class Centers (IoT, Advanced Manufacturing, Advanced Networks and Cybersecurity) which together have more than 1000 experts distributed by all over the world, and with the extensive commercial networks of the Automotive and Telecommunications and Services divisions. Specially relevant will be the collaboration with the Advanced Networks World Class Center, responsible for providing services on top of ALTRAN's ENSCONCE in the Telecom vertical, the Altran Automotive

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Technical Center (ATC) installed in San Esteve (Catalonia) where the connected and autonomous vehicles are developed and Altran Innovation Center for Advanced Manufacturing (AICAM) installed in Cádiz where we centralize our developments related to Industry 4.0 and Industrial Internet of Things. This will ensure results are promoted in ALTRAN's project as well as worldwide customers and partners reach.

#### 7.2.3.11 STS

STS will use the outcomes of FiSHY for strengthening its service and product portfolio. STS plan is to augment the capabilities of its security assurance and certification platform in ways that allow it to support the delivery of security and privacy management services across complex supply chains. From a technical perspective, the strategy of STS for achieving its goals is to develop assurance models for continuous, hybrid self-assessment of the security and privacy of ICT-enabled supply chain services and the appropriate event emission capabilities for the systems that realize such services. Such capabilities are necessary for communicating to the STS security assurance and certification platform the information required for executing the necessary security and privacy monitoring/testing checks. The market sectors that constitute the current focus of STS are healthcare and telecommunications, but involvement in FiSHY will allow STS to promote its security assurance and certification platform to different stakeholders involved in the supply chain environments that are at the core of this project.

#### 7.2.3.12 UMINHNO

As a research university institution, UMINHO and its R&D Centers (ALGOTIMI, in the present case) are always open to exploring new knowledge and new opportunities to apply its research outcomes. Concerning FiSHY and the Cybersecurity area, the context of the Internet of Things, the application domain (both the field and coverage – supply-chain), and the Security Assessment problem fulfils that criteria. We already have high-quality research work done on Information Security Management, including security metrics, assessment and auditing models. FiSHY provides a unique set of conditions to study, research and advance knowledge on those topics. Furthermore, giving our links to standardization bodies (both at national and international levels), this project presents an excellent opportunity to contribute with new proposals to normalize the technical and organizational activity related with the emergent technologies-based industrial processes for which non-functional security requirements play a fundamental role. So, FiSHY will largely contribute to improving UMinho research results, allowing also to accomplish another important goal related to support societal development, in this case with proper standards to help the implementation of more secure industrial technological-base facilities.

### 7.2.4 Base Technologies

The Consortium has been tracking IPR background in the dedicated collection on the Consortium's private repository. The collection to be kept internally contains a table of the list of Partners' Background knowledge that is directly applied to the specific FiSHY component (where the knowledge is used or implemented). The schema that is used by the Consortium to collect this information is given below in the Table 11.

**Table 11: Schema of the information collected by the Consortium.**

| Partner | Background | Specific limitations and/or conditions for implementation | Specific limitations and/or conditions for Exploitation | FiSHY related component |
|---------|------------|-----------------------------------------------------------|---------------------------------------------------------|-------------------------|
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The information collected until now is treated as private, stored on the private repository. The Consortium will update the information during the project with all the relevant information. Nevertheless, we list in this public deliverable the technologies that FISHY is built on. A deeper insight on this is published in the confidential deliverable D2.1[6]:

- **XL-SIEM** - ATOS' XL-SIEM provides advanced data analysis capabilities to detect ongoing attacks and incidents taking place on the monitored infrastructure. It normalizes, filters and correlates the raw security-related data collected by a set of sensors deployed on such an infrastructure, obtaining highly relevant information to be used by technicians and managers to make decisions to increase the cyber resilience of the infrastructure. The XL-SIEM can be compatible to any kind of sensor existing in the state-of-the-art, since such a compatibility is achieved by developing specific plugins that adapt the data format to the one XL-SIEM understands.
- **Extended Continuous Risk Assessment Engine (ATOS)** - solution able to identify different scenarios for cyber-risks (therefore, covering different domains of applications) but also able to provide information of the financial impact a cyber-risk would have in the whole system.
- **Standardised API for network infrastructure abstraction (TID)** - solution to lead the standardization of a set of open API and standards models to help network monitoring and configuration over heterogeneous network solutions.
- **Ordered Proof of Transit (OPoT) (TID)** - will use a basic prototype for PoT technology that allows to verify packets traversing network nodes in order, using multikey cryptographic functions associated and distributed to the designated nodes.
- **Security Assurance & Certification Management Platform (STS)** - enables customised and continuous assessment of the security privacy of an enterprise base on hybrid security and privacy assessments combining threat and vulnerability analysis, static analysis, penetration testing and continuous runtime monitoring.
- **Vulnerability Scanner (XLAB)** is a tool that can be used to periodically trigger vulnerability scanner in dynamic environments. The scanner can target web resources (e.g. API end-points, forms) and it uses well known open source scanners in order to scan the resources and report potential issues.
- **Detection and protection components (XLAB)** - will integrate with existing monitoring infrastructure provided by FISHY platform and will contribute security events that are not expected (as baseline) by the system defined or described within FISHY.
- **xOpera (XLAB)** – xOpera is a free tool that can easily be extensible with modules supporting intent-based orchestration of security components / appliances. The extensions will be contributed as open source components in the repositories related to xOpera. <https://github.com/xlab-si/xopera-opera>
- **ILT-based warehouse management system (OPT)** - warehouse management system that will be developed in FISHY will offered high security, and highly reliable information employing blockchain technologies and will also offer interfaces (for interledger operations) with other actors of the supply chain.
- **Evidence-based data monitoring platform (SYN)** - leverages blockchain and IoT technologies to ensure that all data related to the conditions of production, storage and transfer of a specific product are captured (by IoT devices), are securely stored (employing blockchain technologies) and made available to the authorised entity which can be either an actor of the supply chain or the end consumer.
- **Trustworthy identification and authentication of edge systems (UPC)** - leverages a distributed architecture based on blockchain guaranteeing trustworthiness.
- **Advanced Mitigation strategy (UPC)** - leverages a distributed architecture based on blockchain guaranteeing trustworthiness.

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- **Intent-based resilience orchestrator (IRO) (TUBS)** - the applications can treat the underlying network technology as a black-box using intent-based interfaces.
- **Integrity Assessment Toolkit (POLITO)** - aims at automatically perform continuous software integrity verification of a platform by means of a technique known as remote attestation.
- **Framework for InfSec evaluation within IoT (UMinho)** – this solution seeks to systematize the security assessment process in IoT-based systems, not only identifying and using metrics inherent to these devices (possibly adjusted to the objective), but also characterizing other metrics, with an emphasis on behavioural ones, which serve the SegInfo's objectives in this context.

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## 8 Conclusion

This document provides information regarding the activities to be conducted in WP7 Dissemination, Standards and Exploitation Outreach and details the baselines for diffusing the project concept, ideas and results as well as for the exploitation approach to be followed in order to address the market needs.

The main challenges are:

- to achieve the identified KPIs presented in the sections related to dissemination using the social networks
- to achieve main dissemination and communication KPIs defined in the chapter 6.
- to achieve exploitation KPIs provided in the section 7.2.1.2. Additionally, with respect to each of the mentioned sections (communication, dissemination, exploitation), standardisation approach is also very important. But, since contributions to standards take time and a lot of effort, the project will do its best to follow identified standardisation groups, initiatives and provide contributions where possible and to its best effort.

Results of this document will directly be applied in the consequent public deliverables D7.2, D7.3 and D7.4 due M12, M24 and M36, respectively. These deliverables will report on dissemination, standardisation and exploitation activities as planned in this document. KPIs will be referring to the definitions given from this document. Additionally, task T2.1 will be directly involved as it will define and report on marketing/business trends activities. These will take effect on the exploitation plans and activities in the forthcoming periods of the project FISHY.

More specifically, FISHY dissemination and communication strategy identifies the project's target audience and puts specific focus on the mapping and adaptability of the various dissemination and communication activities to the related stakeholders from the identified target audience. Furthermore, the deliverable outlines the resources/channels to be used, that will all together contribute towards a successful dissemination strategy. The preparation of communication material, such as project's logo, brochure, press releases, newsletters, etc, will complement these channels. This material will follow the FISHY graphical identity. In the context of online channels, apart from the website, social media accounts have been also set up in Twitter, YouTube and LinkedIn. An initial plan for the timing of related activities for the various identified dissemination and communication channels has been also conducted to ensure maximization of the project impact.

Following steps to take to follow the work presented in this deliverable are to align with the roadmaps as presented in this deliverable. Communication activities already define assignments to partners already very well. Communication and dissemination material has been provided in the past months and there has been already a lot of activities related to video scenarios, marketing materials, whitepapers and technical blogs on the official project's web page: <https://fishy-project.eu/> . All these activities will be done in the forthcoming months and will be reported in D7.2. Figure 6 provides a simple overview of the milestones related to activities for deliverables, events, demo days, summer camps, videos, newsletters, press releases and advisory board engagement events as seen at month 6 of the project.

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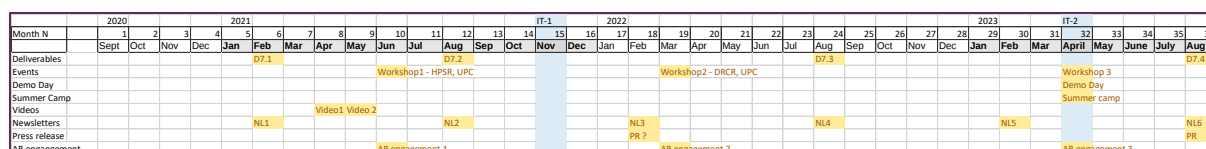


Figure 6: High-level plan for the WP7 with some milestones<sup>6</sup>

Additionally, monthly teleconferences will be held on the project-level in order to sync with all the partners on these activities. Short term plans involve 1st blog at M6, posting newsletter at M6, creating a brochure at M7, finishing all the infographics at M7.

Technical workshop is to be defined before M11 and was initially planned for that month, but due to COVID-19 situation the format needs to be reconsidered. Furthermore, the consortium will establish communication with Advisory Board before M10. Tracking tools for tracking external stakeholders, IPRs, KER, where the activities will be aligned with T2.1, marketing actions.

On the other hand, open standards are essential to achieve interoperability among different systems and devices in a network. Thus, different organisations, projects and initiatives have been identified and grouped in three main categories to impact in the different communities related with standardization and open-source development. One of the project strategic goals to transform the developed solutions into these open groups, and to create consensus among global players to use the technologies developed by the project. Therefore, partners will keep track of their involvement in these groups, and of the contributions related to the project results.

Last but not least, exploitation and sustainability activities have been defined and duly planned. A LEAN approach will be followed in the exploitation activities for the later commercialization of FISHY results, where continuous contact with the early adopters is a key step. Further steps include the definition of the value proposition and business models for the stakeholders based on the collected and elaborated individual and joint exploitation plans by the consortium partners, proceeded by the IPR management. Progress and success of this exploitation strategy will be measured through appropriate KPIs and will rely on a well-defined timeline of planned exploitation activities for the duration of the project and two years beyond it.

<sup>6</sup> See Annex I for a higher resolution picture.

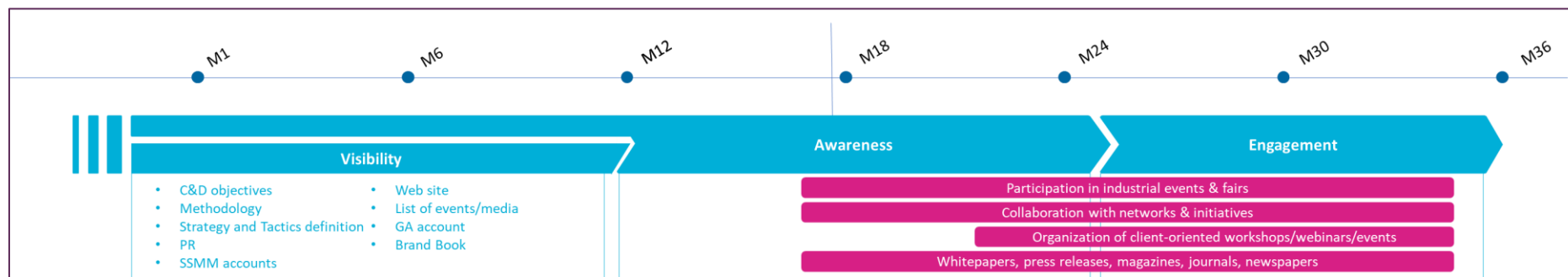
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|                       |                                                                          |                       |    |                 |              |                      |
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## Annex I



|                | 2020 |     |     |     | 2021 |      |     |     |        |                       |     |      |     |     | IT-1 |     | 2022 |     |                       |     |                 |     |      |     |     |     |     |     | 2023 |     |     |       |     |            |                 |             |  |  |  |  | IT-2 |  |  |  |  |
|----------------|------|-----|-----|-----|------|------|-----|-----|--------|-----------------------|-----|------|-----|-----|------|-----|------|-----|-----------------------|-----|-----------------|-----|------|-----|-----|-----|-----|-----|------|-----|-----|-------|-----|------------|-----------------|-------------|--|--|--|--|------|--|--|--|--|
| Month N        | 1    | 2   | 3   | 4   | 5    | 6    | 7   | 8   | 9      | 10                    | 11  | 12   | 13  | 14  | 15   | 16  | 17   | 18  | 19                    | 20  | 21              | 22  | 23   | 24  | 25  | 26  | 27  | 28  | 29   | 30  | 31  | 32    | 33  | 34         | 35              | 36          |  |  |  |  |      |  |  |  |  |
|                | Sept | Oct | Nov | Dec | Jan  | Feb  | Mar | Apr | May    | Jun                   | Jul | Aug  | Sep | Oct | Nov  | Dec | Jan  | Feb | Mar                   | Apr | May             | Jun | Jul  | Aug | Sep | Oct | Nov | Dec | Jan  | Feb | Mar | April | May | June       | July            | Aug         |  |  |  |  |      |  |  |  |  |
| Deliverables   |      |     |     |     |      | D7.1 |     |     |        |                       |     | D7.2 |     |     |      |     |      |     |                       |     |                 |     | D7.3 |     |     |     |     |     |      |     |     |       |     |            | D7.4            |             |  |  |  |  |      |  |  |  |  |
| Events         |      |     |     |     |      |      |     |     |        | Workshop1 - HPSR, UPC |     |      |     |     |      |     |      |     | Workshop2 - DRCR, UPC |     |                 |     |      |     |     |     |     |     |      |     |     |       |     | Workshop 3 |                 |             |  |  |  |  |      |  |  |  |  |
| Demo Day       |      |     |     |     |      |      |     |     |        |                       |     |      |     |     |      |     |      |     |                       |     |                 |     |      |     |     |     |     |     |      |     |     |       |     |            |                 | Demo Day    |  |  |  |  |      |  |  |  |  |
| Summer Camp    |      |     |     |     |      |      |     |     |        |                       |     |      |     |     |      |     |      |     |                       |     |                 |     |      |     |     |     |     |     |      |     |     |       |     |            |                 | Summer camp |  |  |  |  |      |  |  |  |  |
| Videos         |      |     |     |     |      |      |     |     | Video1 | Video 2               |     |      |     |     |      |     |      |     |                       |     |                 |     |      |     |     |     |     |     |      |     |     |       |     |            |                 |             |  |  |  |  |      |  |  |  |  |
| Newsletters    |      |     |     |     |      | NL1  |     |     |        |                       |     |      | NL2 |     |      |     |      |     | NL3                   |     |                 |     |      | NL4 |     |     |     |     |      | NL5 |     |       |     |            | NL6             |             |  |  |  |  |      |  |  |  |  |
| Press release  |      |     |     |     |      |      |     |     |        |                       |     |      |     |     |      |     |      |     |                       |     |                 |     |      |     |     |     |     |     |      |     |     |       |     |            |                 |             |  |  |  |  |      |  |  |  |  |
| AB engangement |      |     |     |     |      |      |     |     |        | AB engagement 1       |     |      |     |     |      |     |      |     |                       |     | AB engagement 2 |     |      |     |     |     |     |     |      |     |     |       |     |            | AB engagement 3 |             |  |  |  |  |      |  |  |  |  |

**Figure 8 High-level plan for the WP7 with some milestones (higher resolution)**

|                       |                                                                          |                       |    |                 |     |                |          |
|-----------------------|--------------------------------------------------------------------------|-----------------------|----|-----------------|-----|----------------|----------|
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| <b>Reference:</b>     | D7.1                                                                     | <b>Dissemination:</b> | PU | <b>Version:</b> | 1.0 | <b>Status:</b> | Final    |

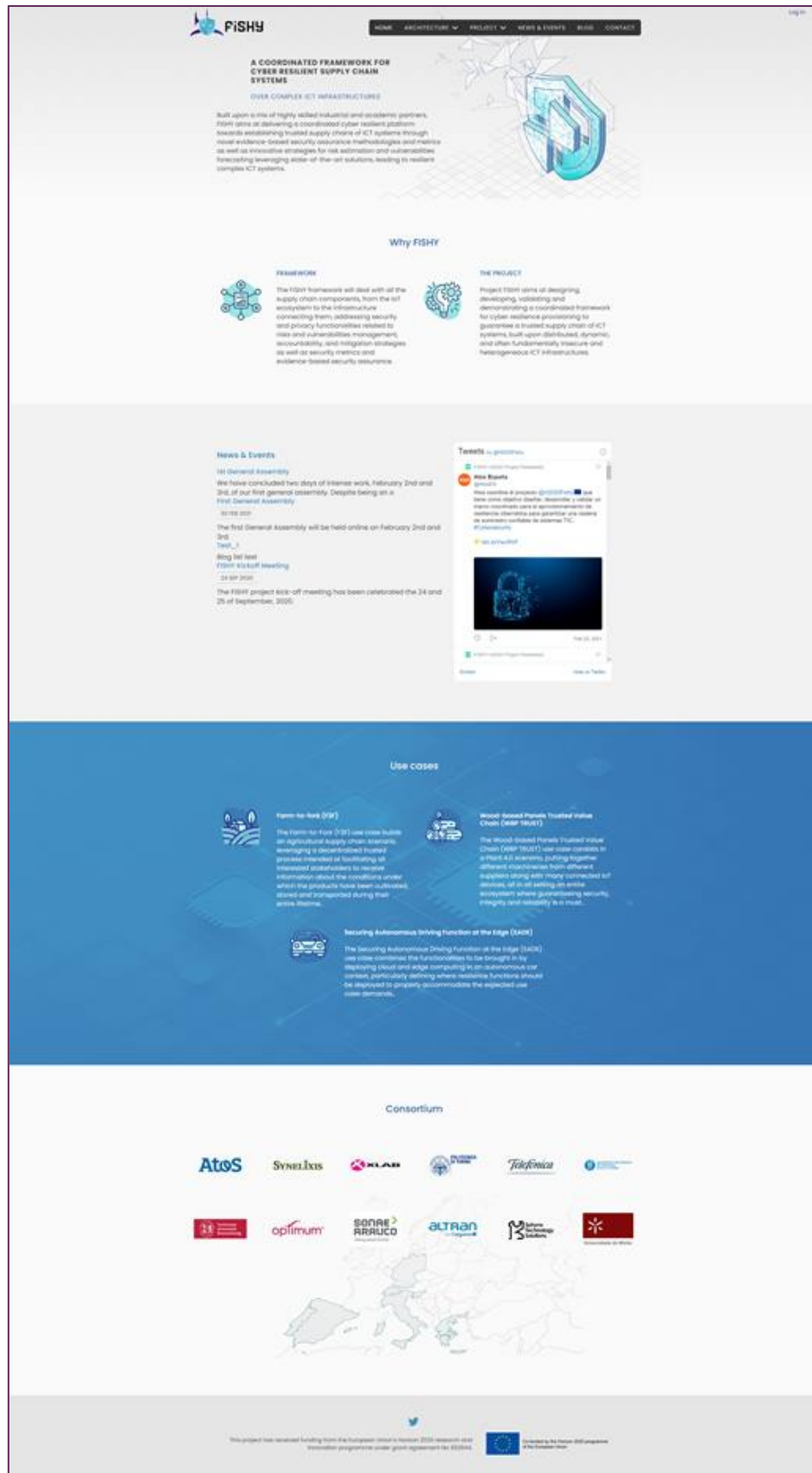


Figure 9 FiSHY website Home page (higher resolution)

|                |                                                                          |                |    |          |     |         |          |
|----------------|--------------------------------------------------------------------------|----------------|----|----------|-----|---------|----------|
| Document name: | D7.1 Dissemination, Communication and Impact Creation: Strategy and Plan |                |    |          |     | Page:   | 57 of 57 |
| Reference:     | D7.1                                                                     | Dissemination: | PU | Version: | 1.0 | Status: | Final    |