ALLIANCE

A hoListic framework in the quality Labelled food supply chain systems' management towards enhanced data Integrity and verAcity, interoperability, traNsparenCy, and tracEability

INITIAL DISSEMINATION AND COMMUNICATION STRATEGY AND PERIODIC DISSEMINATION AND COMMUNICATION REPORT

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Authors

Author	Partner
Alessandro Paciaroni	LC
Francesco Mureddu	LC

Reviewers

Name	Organisation
Miljana Milutinovic	ORIG
Roberto Morán	ASINCAR

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List of Abbreviations

Abbreviation	Description
AI	Artificial intelligence
CTA	Call to action
DCP	Dissemination and communication plan
EIP-AGRI	European innovation partnership - agriculture
FAO	Food and Agriculture Organization
FOODTECH	Food technology
GI	Geographical indication
IoT	Internet of things

MBA	Master of business administration
OECD	Organization for the economic cooperation and development
PDO	Protected designation of origin
PGI	Protected geographical indication
SDG	Sustainable development goals
SEO	Search engine optimisation
WFP	World food program

Executive Summary

This report will define the communication strategy and plan and describe the activities that the partners will pursue to guarantee broad visibility, promotion and up-take of ALLIANCE. It will also include input about what have been the most effective communication tools and channels in terms of community reach, and report on activities pursued to grow social media innovation community and engagement of stakeholders. Input from all tasks will inject into this document.

1 INTRODUCTION

This document constitutes the dissemination and communication strategy for the Horizon Europe project ALLIANCE. The dissemination and communication strategy are both strategic and practical in the context of ALLIANCE, as well as any other project. This document outlines the vision behind ALLIANCE dissemination, communication and community building and the objectives against different time horizons thereby fulfilling the strategic component. Additionally, this document provides resources, tools, and guidance on how to achieve said objectives thereby fulfilling the practical component.

This deliverable is the backbone of communication and dissemination for the project ALLIANCE. Effective communication and dissemination are essential processes that ensure awareness of the project, create interest among stakeholders, and generate societal impact. The Strategy will facilitate these processes by providing the ALLIANCE consortium with a comprehensive overview of the objectives of communication and dissemination activities, the performance indicators, the target audience of ALLIANCE and the tools and channels made available to the consortium.

By leveraging the resources provided in and with this deliverable, ALLIANCE consortium members have access to the processes set in place for the communication and dissemination of ALLIANCE results, as well as for facilitating their exploitation. Hence, they can meaningfully contribute to these activities.

This document is structured in 5 major sections. Following this introduction, section 2 dives deep in the matter at hand (i.e., dissemination and communication) and the objectives related to the project ALLIANCE, it defines the roles in the consortium, analyses stakeholders and develops personas and presents the dissemination and communication plan. Section 3 shows the brand created for ALLIANCE. Section 4 presents communication tools and channels with a focus on communication. Section 5 lays down the next steps and takes account of the potential risks related to the activities foreseen. Finally, the conclusions summarise the report.

2 DISSEMINATION, COMMUNICATION, EXPLOITATION AND STAKEHOLDERS ENGAGEMENT STRATEGY

This ALLIANCE deliverable is focused on the development of a Dissemination, Communication, and Stakeholders Engagement Strategy of the project ALLIANCE. The Strategy is the result of the work carried out by the Work Package leader and Task Leaders in collaboration with the rest of the partners in the first four months of the project timeline. The collaborative development of the Strategy is made necessary by the nature of the activities object of the Strategy.

The main goal of this plan is to ensure the effective communication and dissemination of the project's developments and results through various means and to set forth the approach to the exploitation of the results. For this reason, the contribution of the ALLIANCE consortium is essential to a comprehensive consideration and thorough analysis of the stakeholders as well as tools and channels of communication and dissemination. The Strategy is designed to ensure that the project's results and development are communicated and disseminated in a way that is consistent with the project's objectives and goals, and that the exploitation activities are aligned to the impact that ALLIANCE aims to have.

The success of the Strategy is dependent on its ability to effectively reach target audiences through a wide range of channels thereby creating the basis for increasing the user base, attracting partners and investors, advance the state-of-the-art knowledge and technologies, support policy goals and positively improve society in line with the objectives of the European Union. Publications, exhibitions, conferences/workshops/seminars, press releases and promotional materials all provide different methods for the dissemination of information. It is also important to consider web presence as part of any plan to maximise its reachability across various platforms. Specific activities that are necessary for this include preparation for communication materials such as logos and style formats which can be applied to flyers, brochures etc. ALLIANCE website should also be produced and regularly updated throughout the course of the project. A core function of this document is to emphasise the complementarity between the abovementioned elements and activities. In this way overlaps are minimised while one action reinforces another's effectiveness in communication and dissemination activity within ALLIANCE's objectives. The online presence and networks held by consortium members are another aspect of complementarity as for their relevance and efficiency with regards to the resources used during this process.

For the Strategy to reach its objectives, it must be carefully crafted and all internal and external stakeholders as well as their respective characteristics and roles within the field of action of ALLIANCE shall be considered in its development. The success of communication and sharing information relies on an analysis of these stakeholders and target audiences to determine which channels and tools are most effective for delivering messages. Knowing who is involved, what they want, how they interact with each other, as well as their needs will help ensure successful reception of those messages.

Finally, significant to the effective execution of any plan is the development of a timeline for action. The Strategy jointly considers the action plan and the potential obstacles that might arise during implementation which could limit its effectiveness if not addressed properly from early stages onwards

2.1 Objectives

The objectives for the dissemination and communication strategy are drawn first from the overall objective of the project and then further defined based on the approach set out in the Grant Agreement.

> "ALLIANCE aims to provide a holistic framework that safeguards data integrity and veracity, enhances traceability and transparency and reinforces interoperability in quality labelled supply chain of organic, PDO, PGI, and GI food, through innovative and improved track-and- trace mechanisms from farm to fork."[1]

The ALLIANCE project's Grant Agreement defines the objectives of the dissemination and communication strategy of ALLIANCE as follows.[2]

> **Define a clear and distinctive brand identity**
> **Ensure broad visibility and promotion of ALLIANCE**
> **Ensure broad visibility of ALLIANCE's work**
> **Facilitate the exploitation of ALLIANCE outcomes**
> **Support the sustainability of ALLIANCE beyond its lifetime.**

These activities support the achievement of the primary objective of dissemination and communication activities in ALLIANCE, which is:

> **"… to grow the size, reach and activities of the ecosystem […] for increased scientific and socio-economic impact."[3]**

For its fulfilment, the Grant Agreement also defines some basic principles for communication and the approach to and engagement of stakeholders.[4]

> **Personalised, multi-channel communication**
>
> **Participation to and organisation of events**
>
> **Long-term relationship building and earning trust**
>
> **Empowerment**

The monitoring of performance of activities related to the dissemination and communication of ALLIANCE project is built around the Key Performance Indicators (KPI) defined in the Grant Agreement. The following section offers an overview of said KPI.

2.1.1 Monitoring and key performance indicators

In order to reach specific objectives, a continuous monitoring scheme is put in place. This consists of tools to collect data regarding dissemination and communication activities and performance indicators and targets against which to measure said data. Table 1 presents this list of key performance indicators together with the respective measure and target objective as identified in the Grant Agreement.[5]

Table 1 - KPIs as identified in the GA

Measure	KPI	Target
e-brochure	No. of brochures distributed	At least 200 downloads per year

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[1] Grant Agreement, Part B, p. 4
[2] Grant Agreement, Part B, pp. 35-36
[3] Grant Agreement, Part B, p. 36
[4] Grant Agreement, Part B, p. 36
[5] Grant Agreement, Part B, pp. 37-38

e-newsletter	No. of newsletters	At least 1 per year
Posters	No. of posters produced	2 in total
High-level materials for policy makers	No. of sets	At least 1 per year
Website	No. of unique visitors	> 1000 visitors per year
Social Networks	No. of followers in Twitter	>500
	No. of followers in LinkedIn	>200
	No. of followers in Youtube	>100
Workshops	No. of workshops	3
	No. of participants	30 per event
Videos	No. of videos published on SLICES-PP's YouTube channel	2 videos and
	average number of views	> 1000 views per video
Scientific publications	No. of peer-reviewed papers/articles	5
Presentations	No. of presentations made	At least 3 per year
External events	No. of events attended	6

2.2 Consortium roles

ALLIANCE consortium is best defined with the words used in the Grant Agreement: "The ALLIANCE consortium members have been carefully selected to cover all the required research and development areas of the project in a well-balanced way [...] The partnership structure is based on excellence, complementarity, trans-nationality and multidisciplinary."[6] ALLIANCE consortium counts organisations providing expertise along the entire value chain proper to the foreseen solution and approaches. Table 2 provides an overview of the consortium members' role as far as it concerns the dissemination and communication. This is in line with the provisions of the Grant Agreement which are reported directly in the table below when applicable.[7]

Table 2 - Role of the consortium partners

Partner	Role in ALLIANCE
UTH	UTH will examine the economic dimension of the value chain, as well as the impacts and diffusion conditions of the innovation within this value chain (Feta Cheese). UTH is responsible for monitor and assess consumers' view and the identification of the main socio-cultural aspects which determine consumers' choices towards these products. In light of these activities UTH will play an important role in the scientific and technical dissemination and in engaging the industry and the users in particular.
INTRA	INTRA will be responsible for system integration and the development of the new Market place for food chain systems. Therefore, INTRA will be particularly active in the dissemination and communication for marketisation and to facilitate the exploitation.
BIOCOS	BIOCOS will mainly disseminate results related to its use case and participate in related communication campaigns.

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[6] Grant Agreement, Part B, p. 42
[7] Grant Agreement, Part B, pp. 42-44

LC	LC will coordinate the whole effort in dissemination and communication. More specifically, it will engage political leaders and the public at large in a constructive exchange about social challenges for the sustainable and environmentally friendly transformation of agri-food supply chains with Blockchain.
MIGROS	MIGROS will mainly disseminate results related to its use case and participate in related communication campaigns
UNIZG	UNIZG will mainly disseminate results related to its use case and participate in related communication campaigns.
CHIEAM	CHIEAM is responsible to develop solutions for the adoption of optimised and innovative organisational models based on the innovative traceability system. In this sense it will be particularly active in the dissemination and communication with the industry and potential users.
UNIBO	UNIBO will be in charge of examining the impacts and diffusion conditions of the innovation within industrial chains and territories and to identify opportunities, risks and uncertainties perceived by stakeholders in alternative traceability systems. Therefore, UNIBO will be a major actor in scientific dissemination.
FBS	FBS will mainly disseminate results related to its use case and participate in related communication campaigns.
IGPFA	IGPFA will mainly disseminate results related to its use case and participate in related communication campaigns.
ASINCAR	ASINCAR will mainly disseminate results related to its use case and participate in related communication campaigns. It will also engage in scientific and technical communication related to their effort.
ALNE	ALNE will mainly disseminate results related to its use case and participate in related communication campaigns.
MASOU	MASOU will mainly disseminate results related to its use case and participate in related communication campaigns.
OLYMPOS	OLYMPOS will mainly disseminate results related to its use case and participate in related communication campaigns.
WISE4	WISE4 will organise the use cases to combat unfair and unethical labour and pricing through the use of Blockchain in food chains. Hence, it will engage in technical dissemination, with a contribution to the dissemination to policymakers.
CIAUM	CIAUM will mainly disseminate results related to its use case and participate in related communication campaigns.
BIOT	BIOT will mainly disseminate results related to its use case and participate in related communication campaigns.
CMAST	CMAST will engage in the communication and dissemination related to public bodies especially from the perspective of the specific functionalities that ALLIANCE solution offers for this user.
EUROFIR	EUROFIR will undertake the development of a detailed plan to support the use case organisation, to assess the requirements and facilitate technology and knowledge transfer. It will therefore engage in the dissemination activities most closely connected to these tasks.
MENA	MENA will mainly disseminate results related to its use case and participate in related communication campaigns.
FINS	FINS will mainly disseminate results related to its use case and participate in related communication campaigns.
RMS	RMS will mainly disseminate results related to its use case and participate in related communication campaigns.

UPLK	UPLK will mainly disseminate results related to its use case and participate in related communication campaigns.
ORIG	ORIG will mainly disseminate results related to its use case and participate in related communication campaigns.
LGL	The LGL conducts application-oriented research and provides expert advice and support for the Bavarian State Ministry of Health and Care. In ALLIANCE they will be involved in the demonstration, certification, policy making activities and lessons learnt and the related dissemination activities.
WBP	WBP will mainly disseminate results related to its use case and participate in related communication campaigns.

2.3 Stakeholders

All partners are committed throughout the project to mobilise the appropriate stakeholders to multiply the effects of dissemination and exploitation activities. Considering the inter-relation between the diverse activities to maximise the project's impact, it is important to identify the potential targeted audiences of ALLIANCE along with their specific interest in the project early on. ALLIANCE aims to reflect on a broad and inclusive range of stakeholders and aims to actively engage them in the project activities. Consequently, the project's communication activities need to find ways to address each of these stakeholders explicitly, based on their respective needs, characteristics, and possible motivation, in order to involve and engage them in the project, specifically in the project use cases. To maximise the probability of sustained engagement in ALLIANCE activities, each of the stakeholder groups and actors requires:

- Personalised, multichannel communication

- Empowerment

- Development of long relationship of trust

Table 3 introduces the stakeholders identified for the Horizon Europe project ALLIANCE. It ought to be noticed that at this stage of the project a stakeholder analysis was conducted to steer the activities of dissemination and communication in parallel with the activities conducted by other Work Packages on the definition of user requirements. However, the two activities have a different duration with the definition of user requirements lasting longer than the stakeholder analysis. This is highlighted here due to the impact of the latter type of activity on the former. In a project like ALLIANCE, that targets a multitude of actors along (and beyond) the supply chain of an industry, the definition of user requirements and the demonstrators heavily impacts the definition of sub-groups of potential users. Therefore, it is foreseeable that a better definition of certain aspects related to the profiles of said actors will be further clarified on an operational level and reported in the updates of this document.

Table 3 - Stakeholder groups and their interests in ALLIANCE

ID	Members	Description	Interest in ALLIANCE
A	Food sector industry	Industrial communities in the food sector	Gather inspiration for new ideas, services, and applications Develop new value adding services
B	Associations representing food industry actors	Associations of producers, farmers, retailers, and other actors	Contribute with barriers/ framework conditions Participate in project events

			Utilisation of project's results in everyday operations Enhance assets' recognisability Use/Building of shared or interoperable infrastructures and applications Getting financial support for innovation
C	Research community	Both public and private researchers	Contribute with barriers/ framework conditions Participate in project events Inspiration for new ideas, research, and applications Develop new value adding projects Study the project's insights and results
D	Pertinent initiatives	Parallel Horizon Europe projects, other research and innovation projects and/or networks in the field of agriculture and food supply	Identify opportunities for synergies and collaborations for dissemination Enhance innovation through projects' complementarity and results combination Definition of future research and innovation directions based on project's acquired knowledge Inputs for standardisation activities
E	Regulators	Policymakers, officers, advisors and others at European, National, Regional and Local levels, standardisation organisations, regulatory agencies, Food Safety and Certification Authorities, EIP-AGRI, PGI, PDO and Bio Boards	End-users of the several ALLIANCE tools, Including them in their control operation Set framework conditions Evaluation of the project's Social-Technological-Economic-Environmental-Political (STEEP) aspects Definition of future research and innovation directions based on project's acquired knowledge
F	International organisations	FAO, OECD, WFP, IFAD, SDG	Set framework conditions Explore potential synergies and alignment with own agenda Define supporting activities or constraints on avenues for development
G	Associations representing consumers	Consumers protection associations	Contribute with barriers/ framework conditions Understand implications for consumers and act to safeguard their wellbeing and safety accordingly Participate in project events Contribute by setting standards on consumers' interests

H	General public	General public and anyone interested in the project	Utilise the project's results in their daily lives Understand the benefits offered by ALLIANCE solutions Take part in the activities of the project

2.4 Personas

Personas are an invaluable tool for marketing teams and product development teams alike, providing a comprehensive understanding of the target audience and their needs. In the fields of marketing and communication, a persona is a fictive character used to symbolise a certain group of consumers for which a good or service is designed. This character reflects the typical wants, requirements, and behaviours of the target audience, allowing teams to create content that resonates with them. Personas are also useful in product development, providing specific traits that help teams work quicker under agile methodologies.

For ALLIANCE, personas are a major tool for understanding target audiences and tailoring messaging to them. By creating personas to represent the different target audiences, the consortium can better gauge which information is relevant and important to them. Personas serve as reliable references throughout the different phases of the communication, dissemination and exploitation of ALLIANCE. This reference is available to all the consortium members. Personas' characteristics provide an extremely valuable perspective on how people are likely to interact with ALLIANCE outputs. In addition to the information gathered through a stakeholder analysis, developing personas makes an effort at creating a humanised portrait of a specific audience. Furthermore, utilising personas provides a resource when disseminating information about the project's progress or outcomes since it allows ALLIANCE consortium to build on the previous phases.

Personas are also integral to the exploitation phase of a project, turning target audiences into leads, investors, and partners. The communication and dissemination phases can also offer vital knowledge for making any needed fine-tuning to the ALLIANCE personas that support the exploitation phase. Ultimately, personas provide an effective way for projects like ALLIANCE to understand their target audiences, communicate with them throughout all stages of their work, and ensure that their message resonates with those who need it most.

The scope of ALLIANCE ought to be kept central to this analysis. ALLIANCE encompasses six demonstrators whereby it aims to reach six different industries, in as many Countries across Europe. In this context the use of personas bears the promise of being highly beneficial to identify differences and commonalities in needs and interests across many profiles. With this regard, a final consideration on the use of personas appears necessary. The use of these descriptions of ideal profiles is meant to orient action and not to constrain. In this sense these hypothetical profiles are meant to provide guidance and to be finetuned as the consortium sees fit. For instance, keywords may be added in light of exchanges with potential stakeholders. Personas may be further refined in future updates of this deliverable. Following the considerations regarding stakeholders, the most likely is Persona 1, the User, who may be further divided into different user personas. In contrast, more than one persona may be defined by similar goals and pain points in the very early stages of the project. This may well be the case of Persona 1, the User, and Persona 3, the Industry. It is expected that in the early stages of ALLIANCE, stakeholders from the private sector correspond to a broad range of actors whose activities are connected with those of the food supply chain and a share of stakeholders in the

field of data analytics and business intelligence, digital transformation, technology development. However, the definition of specific goals or pain points in certain services or products is likely to result from further developments in the definition of the project's demonstrators and the stakeholders' engagement at large. Table 4 provides an overview of the profiles of said personas.

Table 4 - Personas

PERSONAS		
Persona 1: Target Groups B & G – Users		
	Name	Maria Garcia
	Age	35 to 50 years old
	Job title	Farming association coordinator
	Level of education	Master's Degree in agronomics, agricultural economics, business engineering, MBA
	Social networks	LinkedIn
	Keywords	Food fraud, food tampering, blockchain, IoT, vulnerability of food supply chain
	Maria Garcia is a motivated and experienced farming association coordinator. She is deeply committed to sustainable farming practices, and is always seeking out new ways to improve the efficiency and productivity of her organization. Maria is particularly interested in the ways that emerging technologies such as blockchain and IoT can be used to enhance supply chain traceability and transparency. She is an avid user of LinkedIn, where she frequently shares her insights and connects with other professionals in her field. Maria is always looking to expand her knowledge and expertise, and is an active participant in a number of agricultural conferences and workshops.	
Persona 2: Target Groups C & D – Public or private researcher		
	Name	Luca Rossi
	Age	50 to 65 years old
	Job title	Professor
	Level of education	Ph.D. in Supply Chain Management
	Social networks	LinkedIn, Twitter,
	Keywords	Operations management, quality control, blockchain, IoT, agritech, foodtech, digital transformation, agriculture 4.0, industry 4.0, smart agriculture, food fraud
	Prof. Luca Rossi is an academic with a strong background in operations and supply chain management. He is particularly interested in the application of emerging technologies such as blockchain and IoT to improve supply chain traceability and transparency. He is passionate about developing innovative solutions to improve food safety and authenticity of the food supply chain data, and has published numerous articles on the topic in leading academic journals. Prof. Rossi is an active member of the scientific community and frequently attends conferences and workshops to keep up-to-date with the latest advancements in her field. He is also an avid user of LinkedIn and enjoys connecting with other professionals in his industry.	
Persona 3: Target Group A – Industry		

	Name	Sofia Christopoulos
	Age	30 to 45 years old
	Job title	Business developer
	Level of education	Master's degree in Food Science and Technology
	Social networks	LinkedIn, Twitter
	Keywords	Distributed ledger technology in supply chain, food supply chain management, quality labels, food fraud, GI label tampering, data integrity across food supply chain
	Sofia is an experienced product developer with a passion for innovation and a keen eye for emerging trends in the food industry. She is always on the lookout for new ideas and services that can add value to her company's offerings and is particularly interested in technologies that can improve food safety and traceability. Sofia holds a master's degree in Food Science and Technology and has a deep understanding of the science behind food production. She enjoys staying connected with other professionals in her industry through LinkedIn and frequently attends conferences and trade shows to network and stay up-to-date with the latest advancements in the food industry. As the Head of Product Development, Sofia is responsible for identifying new opportunities for growth and developing new products and services that meet the evolving needs of the food sector industry.	

Persona 4: Target Group E & F – Regulators

	Name	Pierre Lavoisiers
	Age	40 to 60 years old
	Job title	Policymaker/Policy advisor
	Level of education	Master's Degree in Public Administration/Economics
	Social networks	Twitter, LinkedIn
	Keywords	Common Agricultural Policy, Food To Fork, food fraud, blockchain, data integrity in food supply chain, food traceability, food supply chain, sustainable agriculture, fair trade, quality labels
	Pierre Lavoisiers is a policy advisor working for the European Commission, where he is responsible for providing guidance on the development of agricultural policy with an eye to transition to a more environmentally sustainable supply chain. With a background in public administration, he is knowledgeable about the social, technological, economic, environmental and political aspects of the food supply chain and ALLIANCE. Pierre is interested in using ALLIANCE's results to evaluate future research and innovation directions and contribute to standardisation activities in the EU. He is active on LinkedIn and Twitter and regularly networks with other policy makers, interest groups and standardisation organisations.	

Persona 5: Target Group H – General public

	Name	Paul Schmidt
	Age	25 to 40 years old
	Job title	Sales manager

	Level of education	Bachelor's Degree in Marketing
	Social networks	YouTube, Twitter, Mastodon
	Keywords	Organic food, GI labels, healthy food, food scam
	Paul Schmidt is a sales manager with a Bachelor's Degree in Marketing. He is interested in ALLIANCE as he believes it could benefit him in his daily life. Specifically, he is interested in healthy food and sustainability and is passionate about understanding how this works in Europe. He uses LinkedIn and Twitter to stay connected with his network and YouTube to understand how some technologies work, and to better understand some topics overall. He is always looking to stay updated on interesting innovations that can help make improving his life. Paul is keen to understand the benefits offered by ALLIANCE and to take part in its activities.	

2.5 Communication funnel

The communication funnel is a useful representation of the process that begins when a wide target audience receives a message and goes through its journey towards the retention of a customer or an advocate. It is often used in marketing and communication strategies, as it allows for a more targeted approach to reaching specific audiences and helps visualising the different phases. The funnel begins with the broadest audience at the top and narrows down as it progresses through each stage of the funnel.

At the top of the funnel, we have awareness, which involves creating an understanding of what ALLIANCE is and why people should care about it. This can be done through various channels such as social media, advertising campaigns, press releases, etc. Once awareness has been created, we move on to consideration where potential customers are identified and targeted with more detailed information about ALLIANCE's features and benefits.

The next step in the communication funnel is conversion where customers are encouraged to take action by signing up for a free trial or making a purchase. This stage requires more personalized messaging that speaks directly to customer needs and interests in order to motivate them into taking action.

Finally, at the bottom of the funnel there is advocacy which involves keeping existing customers engaged with ALLIANCE and having them as advocates. This stems from providing them with ongoing support or additional services that will help them get even more value out of their experience with ALLIANCE over time.

When combined with personas, the communication funnel can be used effectively for communicating about ALLIANCE. ALLIANCE different channels such as email campaigns or social media posts ALLIANCE specifically towards each persona's interests and needs so that they become aware of what ALLIANCE has to offer them before being encouraged into taking action (conversion). By using personas along with this communication strategy, the consortium can ensure that the message is well suited to its intended audience, and it reaches it in an effective way.

Each persona will have its own tag. To organise all the leads, a platform such as MailChimp is used. When a new stakeholder is identified for ALLIANCE, leads are able to tag their profile

according to pre-defined characteristics, and the platform will organise contacts accordingly. The communication funnel will be revised constantly so improvements on the journey can be made. Organising leads internally according to their profile will make the communication of the project more efficient, as each time project coordinators need to get in touch with stakeholders, they can address them with tailored messages or according to the persona's preferences. More in-depth actions are explained in chapter 2.8 and 2.9, which are devoted to the dissemination and communication plan.

2.6 Briefing for communication and dissemination

ALLIANCE recognises the importance of effectively disseminating information about its design studies, concepts, technologies, and future results. Drawing from this stance, the project has set a clear and well-structured dissemination, communication, and community building plan to reach and engage as many potential stakeholders as possible. This plan will be implemented in phases, allowing ALLIANCE to carefully evaluate the impact and effectiveness of its activities and instruments before moving forward.

The public outreach, community building, and engagement strategy is designed to foster meaningful interactions and relationships with different target groups. This is accomplished by delivering relevant and personalized messages through various communication channels and touchpoints, creating an environment that is mutually beneficial for both ALLIANCE and its target audience. To ensure long-term sustainability, ALLIANCE has adopted several key principles, including building research, academia, and industry respect and recognition, earning trust in its ecosystem, and empowering its target audience to overcome obstacles in their digital transformation journey.

ALLIANCE's approach to dissemination and communication is designed to establish a strong and lasting presence in its community. Through its comprehensive and well-structured plan, ALLIANCE aims to build trust, create meaningful interactions, and empower its target audience, ultimately helping to achieve its goals and drive positive change.

2.7 External communication and dissemination

ALLIANCE is committed to ensuring the successful dissemination and impact creation of its approach and initiatives. To achieve this, a comprehensive and far-reaching communication plan must be implemented. This plan will include a variety of innovative communication tools and targeted campaigns to present ALLIANCE's results in a clear and understandable manner to a diverse audience. The reach of ALLIANCE will be amplified through the use of each partner's communication channels and contacts, proper promotion through existing European Commission media services and channels, and the creation of an active ALLIANCE user base. By setting up a well-tailored and effective communication strategy, ALLIANCE will be able to achieve its ambitious goals and drive positive change.

2.8 Dissemination

The dissemination activities will deal with the diffusion of research, scientific and technological knowledge generated within the context of the project, aiming to ensure both a mid– and long-term impact by informing the European target audiences. Dissemination activities are characterised by active, a priori awareness and validation by the targeted audiences. They will

be collectively performed by all partners, according to each partner's profile and expertise. The for-profit partners will approach relevant industries, as well as their distributors and client networks, while the academic and research partners will focus on disseminating the project results towards research institutes, the technical community and universities across Europe, which constitute key target audiences.

2.8.1 Strategy for dissemination

A strategy is devised to ensure that the suitable interactive and/ or non-interactive dissemination activity is chosen based on the target audience and presents different intensities depending on the phase and the evolution of the project. This plan will be updated and evaluated at the end of each phase.

Table 5 - Strategy for dissemination for each persona for the phases of duration of the project

Persona	I – Engage (M01-M12)	II – Promote (M12-M30)	III – Exploit (M30-M36)
Users	LinkedIn posts, on-page SEO, blog posts, landing pages, traditional media, events, newsletters	CTA on LinkedIn, website and landing pages	Tailored newsletter and marketing automation, training
Researcher	Research articles, LinkedIn articles, LinkedIn posts, social media posts, events, newsletters	CTA on research articles and LinkedIn articles/posts, special issue(s)	Tailored newsletter and marketing automation, special issue(s), workshops
Industry	LinkedIn and Twitter posts, on-page SEO, blog posts, landing pages, events, newsletters	CTA on LinkedIn and Twitter, website and landing pages	Tailored newsletter and marketing automation
Regulators	Social media posts, on-page SEO, press releases, blog posts, roundtables	CTA links on social media and website	Tailored newsletter and marketing automation, position papers
General public	Social media posts, on-page SEO, traditional media, blog posts, landing pages, workshops	CTA on the website, links on social media and landing pages	Tailored newsletter and marketing automation, social media campaigns

The first phase is defined by raising awareness and engaging with a wide audience, focusing on the key targets and potential stakeholders but truly communicating about the problems that ALLIANCE aims to solve and the innovative solution envisioned. This is an important step in getting the message out to the public. This phase involves creating and distributing content that informs people about the context of the project and the problem it aims to solve. The content created and distributed can be in the form of articles, videos, social media posts, and other forms of media. The key point is to create material that can spark interest and vehiculate a message that resonates with each persona's needs. By following this approach common ground between the ALLIANCE consortium and its potential stakeholders is built. The goal is to create an understanding among people about the issue or cause so that they can make informed decisions about joining the ALLIANCE community. This phase should also be used to measure success by tracking metrics such as website visits, social media engagement levels, or other indicators that can help gauge how well-received the promotion was. During the first

phase is also important to engage with stakeholders to understand their needs and iteratively tailor the communication accordingly. This phase should provide stakeholders with information that will help them better understand why this project is necessary and especially why it is so for the target audience. Additionally, this phase should focus on building relationships between stakeholders and creating a sense of trust so that they are more likely to support the project in later stages. By providing clear information about the project's purpose and engaging with stakeholders, this phase helps ensure that everyone involved understands what is being proposed before moving forward.

The second phase consists of promoting ALLIANCE's scientific and technological developments, its results in addressing the original requirements of its users and its different stakeholders in general or its potential to do so in the long run. This phase is designed to ensure that all stakeholders are kept up to date on the progress of the project. This phase involves providing regular updates to stakeholders about the status of the project, as well as engaging them in meaningful dialogue about any issues or feedback they may have about ALLIANCE's developments. Call To Action (CTA) will be used for this purpose. During this phase, it is important to keep stakeholders informed about any changes or developments that may affect their involvement in the project. Additionally, it is important to provide opportunities for stakeholders to give feedback and ask questions so that they can be involved in decision making processes related to the project. The goal is to keep an effective two ways communication with stakeholders and nurture a community around ALLIANCE.

The third phase, (the acceleration to) the exploitation phase. This phase aims to increase the visibility and reach of a project's results with a glance at the outcomes and long-term impact. This phase typically involves activities such as publicising the project's successes, creating promotional materials, and further engaging with stakeholders. The goal is to yield interest about the project's achievements and potential for exploitation. However, the main objective is to build on existing interest and collaborate with stakeholders to encourage further investment in its development. Promotional activities can also help to share successful experiences from the project that can be used as models for other projects or initiatives. This helps to ensure that best practices are shared widely so that others may benefit from them.

2.8.2 Dissemination to policymakers

To reach policymakers, ALLIANCE leverages high-level roundtables and meetings to create mutual understanding and gather consensus among stakeholders. These events serve as a platform for stakeholders to discuss challenges and opportunities related to food fraud and to explore how ALLIANCE can help address these challenges. In addition, the ALLIANCE consortium produces policy briefs, white papers, and memorandums of understanding. These documents provide a clear and concise summary of the project's key findings and recommendations, and they serve as a reference for policymakers when making decisions related to food fraud. Additionally, they further canalise the consensus generated at these roundtables into shared commitments across levels of government. By utilising these dissemination activities, ALLIANCE aims to increase the impact and relevance of its work and to match technology diffusion and interoperability across the food supply chain with legal interoperability and policy alignment[8]. Finally, policymakers are reserved great attention in the project ALLIANCE because of their role as potential users of the decision-support functionalities developed by ALLIANCE. Due to their relevance for the final acceptance of the solution by its intended users, they will be engaged in more practical activities such as

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[8] Grant Agreement, Part B, pp. 6-7.

workshops aimed at eliciting users requirements and user testing. This falls into the scope of technology development and validation activities within ALLIANCE.

2.8.3 Scientific and technical dissemination

To ensure effective scientific and technical dissemination to the scientific community, ALLIANCE will utilise several different strategies. One key approach will be the publication of a special issue in relevant scientific journals, showcasing the results and innovations of the project. Additionally, the project team will organise workshops and presentations on the ALLIANCE solution, providing opportunities for deeper engagement and collaboration with the community. The project will also result in scientific papers and conference proceedings, further disseminating the findings and advancements of the project. Finally, ALLIANCE will participate in standardisation activities, helping to ensure that the solution is widely adopted and used in the academic community and beyond. By taking these steps, ALLIANCE will ensure that the scientific community is well-informed about the project and its results, and that the project's solution is widely adopted in the fight against food fraud and utilised as a fundament for new research and innovation endeavours. ALLIANCE's ultimate goal is to offer a comprehensive and effective solution to this critical issue, and the dissemination efforts will play a crucial role in achieving this outcome. Especially, as the resistance to change is identified as one of the key barriers to innovation in the food industry[9], the dissemination of ALLIANCE's results hopes to create fertile ground for further development in technology diffusion and user research in the field.

2.8.4 Private sector dissemination

ALLIANCE will target dissemination to the private sector through a variety of channels and activities. ALLIANCE will launch e-marketing campaigns, participate in news groups, and utilise mailing lists and electronic magazines to reach this target audience. Online press and on-site promotions, as well as exhibitions and participation in specialised events and forums, will also play a role in the dissemination efforts. The consortium partners will also use their established networks and public relations to spread the word about the project and its results. The dissemination efforts of ALLIANCE aim to not only strengthen the internal market but also enhance internationalisation and attract foreign direct investments. Through mitigation of food fraud practices, the project will drive increased consumption of GIs and organic products and play a critical role in restoring market stability. Additionally, the project will optimise production processes, foster productive collaboration among companies, and drive increased competitiveness, employment, and improved work quality. All of these outcomes will support the transition towards a sustainable, circular economy, making ALLIANCE a valuable asset to the agri-industry sector.

2.8.5 ALLIANCE use cases result in dissemination campaign

Use cases are a useful tool to show a project's value to its stakeholders as they provide an organised and structured approach for documenting the requirements of a system from the perspective of its users. This provides stakeholders with tangible evidence that their investment into the project will result in tangible outcomes. The use cases' results can be used to create effective communication and dissemination campaigns. By using the use cases' results, stakeholders will have an understanding of how their investment into the project will contribute towards meeting specific objectives and goals set out by their organisations. ALLIANCE will carry out demonstrations, training, workshops, and social media campaigns primarily but not

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[9] Grant Agreement, Part B, p. 35.

exclusively targeting the contexts of the six pilot cases. In the case of ALLIANCE use cases dissemination campaigns are an excellent way of reaching out to diverse audiences in different European countries. ALLIANCE use cases are indeed targeting seven different food supply chains in six different countries.

2.8.6 Synergies with other initiatives and projects

ALLIANCE aims to establish synergies with other similar initiatives. To find and nurture these collaborations, the consortium will actively seek out and engage with other projects and campaigns that share a similar goal or complement ALLIANCE's efforts. Utilising a variety of communication channels, including online forums, social media platforms, project collaboration networks, and industry events, the team will actively reach out to potential partners to explore opportunities for collaboration and exchange. These opportunities could include joint knowledge exchange, joint data exchange, lessons learned from each other, and the production of policy briefs or other common activities. By fostering these relationships, ALLIANCE will gain a wider exposure and increase its impact, while also supporting the broader goal of advancing the data economy in Europe. Furthermore, this collaboration will also enhance the quality and efficiency of the project's outcomes and increase its potential for success. Ultimately, this dissemination effort will position ALLIANCE as a key player in the European data economy, contributing to its growth and sustainability. A more comprehensive list of potential synergies and stakeholders is included in Annex A.

Table 6 - Other relevant initiatives

Initiative	Description	Programme
PhasmaFOOD	The main objective of the project was to design and implement a parameterized, knowledge-based, multi-target food sensitive mini-portable system, with heterogeneous micro-scale photonics for on-the-spot food quality sensing and shelf-life prediction. In particular, the miniaturized smart integrated system will be able to detect food hazards, spoilage (incl. early sign of spoilage) and food fraud through the combined bio-chemical data analysis and additionally will be able to perform food components/additives analysis, food identification and prediction of food shelf-life.	HORIZON 2020
DataBio	The data intensive target sector selected for the DataBio project was the Data-Driven Bioeconomy, focusing on production of best possible raw materials from agriculture, forestry and fishery/aquaculture for the bioeconomy industry to produce food, energy and biomaterials taking into account also various responsibility and sustainability issues. DataBio deployed a state of the art, big data platform "on top of the existing partners' infrastructure and solutions	HORIZON 2020
AFarCloud	AFarCloud provided a distributed platform for autonomous farming that allowed the integration and cooperation of agriculture Cyber Physical Systems in real-time in order to increase efficiency, productivity, animal health, food quality and reduce farm labour costs. This platform was integrated with farm management software and supported monitoring and decision-making solutions based on big data and real time data mining techniques.	HORIZON 2020

MED-GOLD	MED-GOLD demonstrated the proof-of-concept for climate services in the agriculture sector by developing case studies for three hallmarks of the Mediterranean food system: grapes, olives and durum wheat. The long-term objective was to make European agriculture and food systems more resilient, sustainable, and efficient in the face of climate change, and seize opportunities for added value.	HORIZON 2020
DEMETER	DEMETER is a large-scale demonstration project that analyse data obtained from a wide range of actors (production sectors and systems) to provide an integrated interoperable data model enabling optimal resource management in the European agri-food sector.	HORIZON 2020
S3FOOD	S3FOOD will facilitate the modernisation and digitalisation of the food processing industry. and will stimulate the integration of IoT and related technologies via the implementation of smart sensor systems in the food production processes in order to improve quality control, resource efficiency and the follow-up of food safety in the food production process	HORIZON 2020
SUFISA	The purpose of SUFISA is to identify sustainable practices and policies in the agricultural, fish and food sectors that support the sustainability of primary producers in a context of multidimensional policy requirements, market uncertainties and globalization	HORIZON 2020
SALSA	SALSA aims to provide a better understanding of the current and potential contribution of small farms and food businesses to sustainable food and nutrition security. SALSA pioneers a novel integrated multi-method approach in 30 regions in Europe and Africa, using the most recent satellite technologies, transdisciplinary approaches, food systems mapping and participatory foresight analysis.	HORIZON 2020
SMARTCHAIN	SMARTCHAIN aims to foster and accelerate the shift towards collaborative short food supply chains and to introduce new robust business models and innovative practical solutions that enhance competitiveness and sustainability. It establishes a virtual innovation hub to facilitate stakeholder engagement, bringing farmers and consumers together in a trust-enhancing environment enabling them to generate demand-driven social, technological, and organizational innovation.	HORIZON 2020
WeLASER	WeLASER will develop a nonchemical solution for weed management based on pioneering technology consisting of the application of lethal doses of energy on the weed meristems through a high-power laser	HORIZON 2020
PestNu	The aim of PestNU is to field-test and demonstrate digital and space-based technologies and agro-ecological and organic practices (AOP). The project will develop real-time nutrient analysers and use Copernicus data to map soil and plant nutrients and pests. The technology will be interconnected to a user-centred cloud agricultural management system.	HORIZON 2020
FLOCK-REPROD	FLOCK-REPROD provided the European dairy goat industry with the innovative, economically and	FP7

	environmentally viable technology necessary to enable the hormone-free production of goat's milk and related products (e.g. cheese). It achieved this goal by controlling reproduction via artificial insemination (AI) all year round. FLOCK-REPROD technology allows the EU dairy goat industry to operate in full conformity with EC regulation (96/22/EC) which restricts the use of exogenous hormones (currently used by the majority of dairy goat breeders using AI) and which will be reinforced more strictly in the very near future. In this manner, FLOCK-REPROD ensures the future sustainability of the industry from both an economic and ecological perspective responding to the growing demand for goat-milk products including organic goat-milk products via a consistent supply of hormone-free goat's milk all year round.	
INNOFAST	Regional Operational group for the optimization and improvement of PGI "Faba Asturiana" quality. This project covered most critical points identified in the itinerary from the seed until the packaged bean. One of the key axes that was identified and worked is related to fraud, so totally aligned with this new project.	HORIZON 2020
YPACK	YPACK aims to scale up and validate two innovative food packaging solutions based on polyhydroxyalkanoates (PHA) with active properties and passive barrier to reduce food waste by prolonging food shelf life.	HORIZON 2020
ZeroW	ZeroW Green Deal main goal is to provide significant impacts through the demonstration of innovations in nine real-life food chains, by employing a systemic innovation approach, to effectively address the multidimensional issue of FLW (Food losses and Waste). ASINCAR will lead the development of an advanced digital control and optimisation system (including NIR sensors) for the breaded production line of a poultry large enterprise.	HORIZON 2020
APRIL	The aim of APRIL is focused on prototyping low cost and agile market oriented multipurpose, and easy to repurpose, autonomous dexterous robots which will manipulate, assemble or process different soft and flexible products/materials in a production line environment. ASINCAR leads the validation of system for the handling of chicken pieces in the packaging line and is main developer of a hyperspectral-based system for the prediction of shelf life.	H2020

2.9 Communication

Communication aims to raise awareness on ALLIANCE and increase its public visibility in order to spark interest and attract potential users, investors, contributors, generate demand, engage with stakeholders and show the successes of ALLIANCE and the European research and innovation at large.

2.9.1 Strategy for communication

A plan for communication is set forth together with guidance on the creation of a community of interest and more specific overview of the social media strategy.

Table 7 - Strategy for communication for each communication mechanism for the phases of the duration of the project

Communication mechanism	I – Engage (M01-M12)	II – Promote (M12-M30)	III – Exploit (M30-M36)
Social Media	Establishment of presence in social media Reproduce relevant content and monitor relevant hashtags; upload public material; follow influencers of the domain engage with other projects and initiatives	Promote project's outcomes and events interact with followers to get feedback answer on comments and private messages on the various channels; upload public material; reproduce relevant content and monitor relevant hashtags	Promote project's outcomes and events; interact with followers to get feedback answer on comments and private messages on the various channels; upload public material; reproduce relevant content (more sporadically)
Project's website	Website completed, search engine optimisation	Regular update Web analytics monitoring Provide content of impact	Regular update Web analytics monitoring Provide content of impact
Project's blog	Deploy project's blog provide blog posts related to project's positioning and technologies	Provide frequent blog posts to initiate discussions on specific issues relevant to the project to receive feedback	Publish frequent blog posts to demonstrate and promote project's results and/or to promote and attract partnerships and growing user base
Communication material	Project branding and visual identity, communications starter pack	Prepare revised communications pack and frequent releases of e-Newsletter publish blogs/news in EU instruments (e.g. Cordis News, research EU magazines etc.)	Prepare final communications starter pack and frequent releases of e-Newsletters and video demonstrators; publish blogs/news in EU dissemination instruments
Traditional communication	Press release to announce the project's launch, presentations at events and conferences	Press releases to announce the significant events/results Press releases to promote the	Promote (new) partnerships Acknowledge successful collaborations

		business case of the project's results	Promote growing user base

2.9.2 ALLIANCE Community

The ALLIANCE consortium relies on a communication plan in order to achieve the strategic objective of developing a community of interest, the ALLIANCE community. The development of a community of interest surrounding the project is a strategic objective for several reasons. First, it translates as a pool of stakeholders. Second, it consists of a community that seeks to engage with the project in various ways. This constitutes a pool of potential partners, users, or other entities that may benefit from exploiting ALLIANCE's developments in science or policy. Third, it is functional for the project's success as it provides a resource for the consortium to gather preliminary feedbacks, understand needs and interests of potential users or collect insights on the market readiness of the solution. Finally, upon successful engagement and dissemination, it ensures that the projects achieve its outcomes.

For said reasons the development of a community of interest is central to the success of ALLIANCE's endeavours. To increase understanding and recognition of the project's findings and their implications, outreach efforts as those described above through the engagement channels will be directed towards the project's target groups.

The domain of ALLIANCE is characterised by several barriers to innovation and positive change. Political, technological, social, and cultural factors such as fragmented regulations, technology acceptance, resistance to change, value chain complexity and historical lack of cooperation among actors paint an irregular landscape for innovation.[10] In this sense the creation and nurturement of a community of interest appears a necessary step to create an open dialogue on standing issues and potential solutions.

2.9.3 ALLIANCE social media strategy

A multi-channel strategy allows to reach different target clusters on the different platforms. In fact, social media is chosen for its strategic function, specific functionality and target audience. In this way. The choice of these channels relates to their nature as tools for public debate. The use of specific hashtags will support the dissemination of information towards influential people in the sector.

Therefore, it is crucial to activate synergies between social media accounts of all project partners and the project channels. Each official social channel of ALLIANCE has to be followed by all project partners, posts may contain specific mentions/hashtags consistent with the project objectives.

To create continuity and recognisability on the different dissemination platforms. The aesthetic identity of the social channels has to be in continuity with the brand identity of the website. All channels have to contain the official logo and make a clear reference to the home page of the site by means of a button.

The construction of navigation paths from the site to the social networks through the social bar (bar that summarises the entire social presence of the project) and vice versa, i.e. from the posts to the site through the specific link will be central.

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[10] Grant Agreement, Part B, p. 35

The main objective of ALLIANCE's social media presence is to disseminate, inform and engage people interested in the proposed topics. The social media pages will mainly be used to drive traffic to the website, where in-depth content will be provided in the blog pages.

The initial phase consists in the strategic set-up and optimisation work to ensure that the right people are reached. Thanks also to the support of reposts and likes, and the identification of the audience to follow, in collaboration also with partners, including KOLs, institutions, NGOs, companies.

After strategic dissemination, monitoring will take place through the analysis of insight data on proprietary platforms and aggregated in a document to make it easier to track the results of interaction and engagement on social media, according to defined KPIs.

Official hashtag: #allianceprojectEU #HorizonEU

Topic area hashtags: #foodsafety #foodtraceability #agriculturalengineering #foodpreservation #foodquality #againstfoodfraud,

For mentions:

- Twitter: @alliance_proj

- Mastodon: @allianceproject_eu

- Linkedin: @alliance-project-eu

- Youtube: @alliance-project

Each post published by the ALLIANCE profile will contain thematic hashtags and links to the website where necessary for the user's in-depth study. This will also help social media users discover the website, improving its ranking in search engines and contributing to the growth of the project's overall brand awareness.

MASTODON

Mastodon is mainly used by insiders and early adopters. This is precisely the category of media consumers that we want to reach through the content strategy. Their contribution is crucial in the diffusion process of innovations: as they are among the first adopters of products and services that have just been launched on the market, they create the necessary conditions for the majority of consumers (early and late adopters) who will arrive later, to feel safe in consuming the novelty.

Currently, it is the largest open source, free and decentralised microblogging network on the planet on which there are no algorithms or advertisements.

Figure 1 - Mastodon account
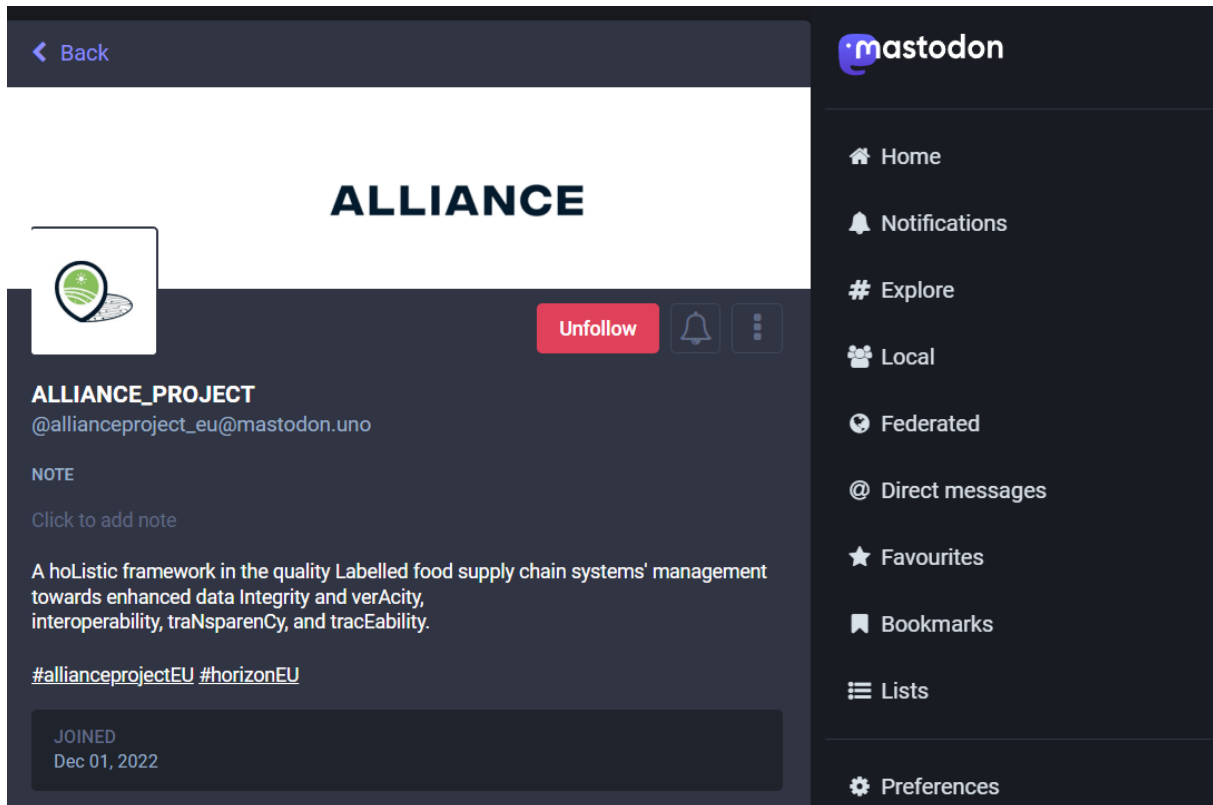
For the aforementioned reasons, the dissemination of content on this channel could foster public debate on the topics of this project.

Again, the official logo, graphics in line with the brand identity, and references to the website were inserted immediately after creation to create recognisability of the project on the different platforms.

The posts will contain the project and context hashtags, links to the website and where possible @mentions to partners on the platform.
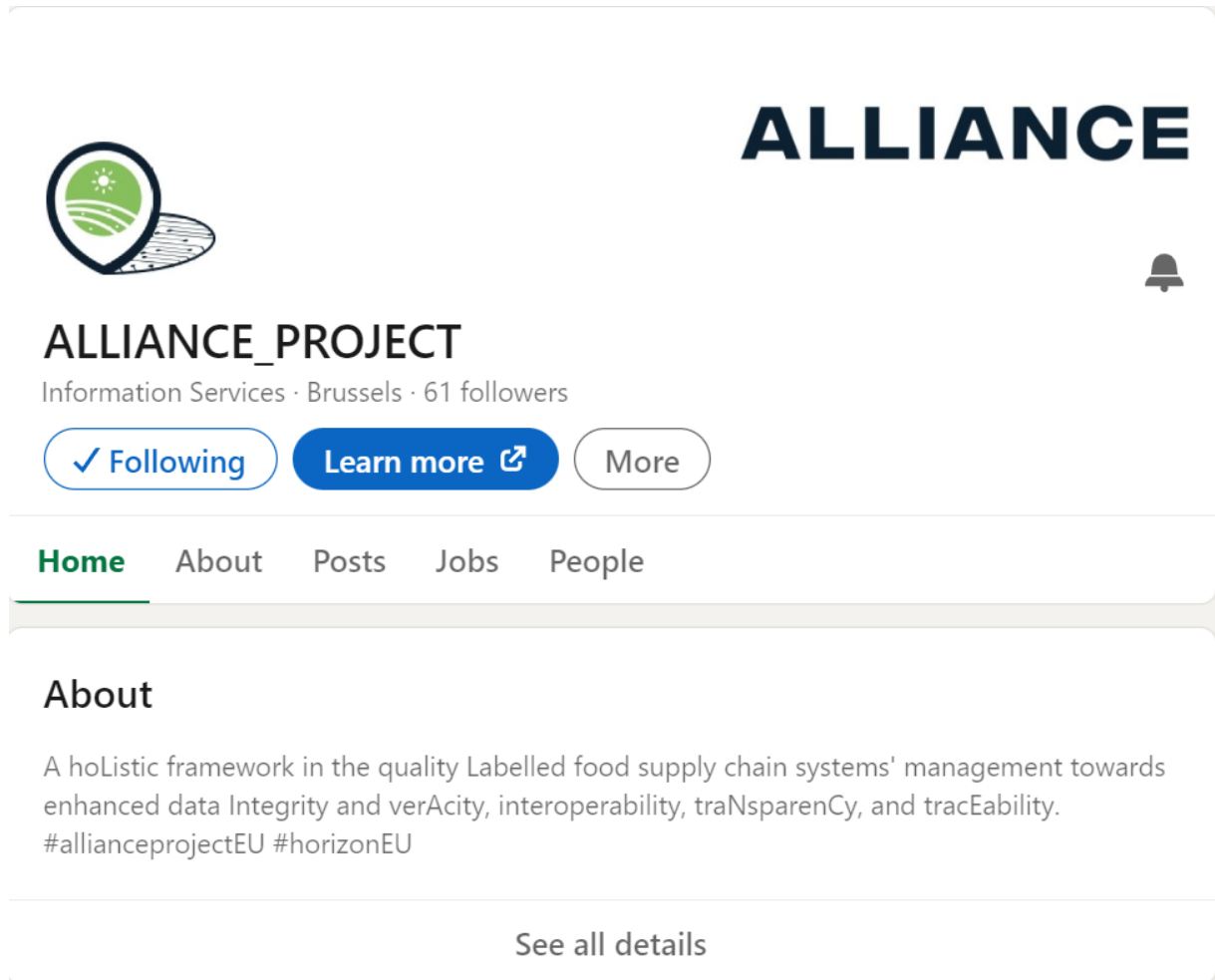
LINKEDIN

Due to its purely professional nature, it makes it easy to reach specific job niches and professions, through the search and use of thematic and sectorial hashtags. Content here can have a longer textual form compared to the limits imposed by the previous channels analysed, supported by the platform's native function called articles.

LinkedIn attaches a lot of importance to the relational sphere in the dissemination of content, another central aspect that will help to achieve the set objectives.

Figure 2 - LinkedIn account

Each project partner will follow the LinkedIn page of ALLIANCE PROJECT and vice versa, thus widening the circles for dissemination. These internal connections via @mention allow for targeted sectoral dissemination, giving authority and recognition to those who encounter the project page for the first time.

Instead, by using the hashtag #HorizonEU the published content will flow into the stream of posts related to the Horizon Europe programme and will be suggested to interested users.

Each project partner will be able to republish the contents of the LinkedIn page, mentioning the page, inserting the official hashtag #allianceprojectEU and pointing to the possibility of further investigation on the official website http://alliance-heu-project.eu/

The chosen logo, description and graphics are always in continuity with each other. As is the reference to the website to create ad hoc navigation paths.

TWITTER

The choice of Twitter is inherent in the dissemination strategy because among the various social networks, Twitter gives prevalence to the written and concise word in a few characters, allowing potential direct interaction with profiles, through mentions.

Information flows are then better organised, thanks to the generalised use of hashtags, which allow the potential interception of new audiences.

Twitter is then characterised as one of the social networks adopted by 'insiders' and opinion leaders in various sectors. This seems to respond very well to the needs of the project, which at a strategic level aims at engaging precisely that type of audience that works with information, knowledge and news.

The choice of this channel relates to its nature as a tool for public debate, revolving around certain themes and topics, through specific hashtags, favouring the dissemination of information to influential people in each sector.

Figure 3 - Twitter account
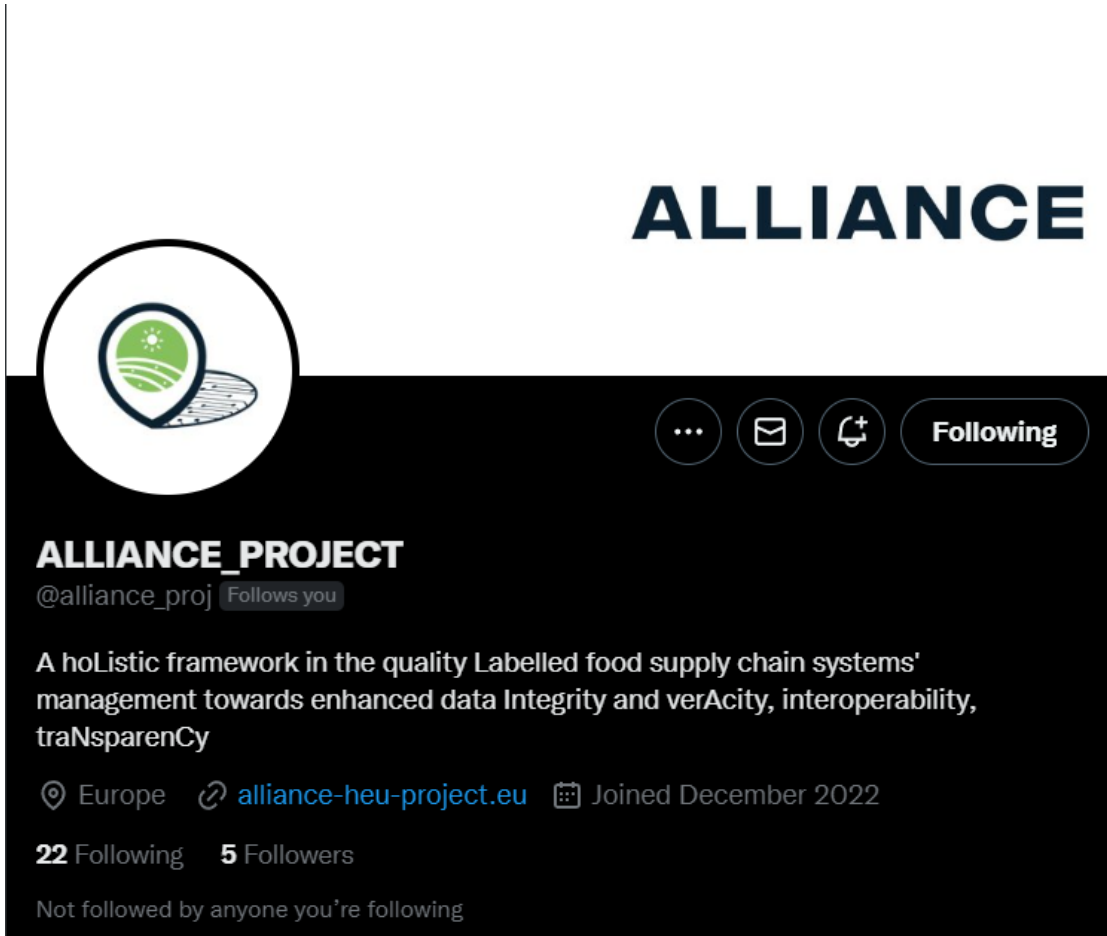
First and foremost, as with all channels chosen for the strategy, the logo, graphics and corporate image have been included to create continuity across the different platforms.

The posts, or rather tweets will take the form of short messages containing data, official information or links to the project website http://alliance-heu-project.eu/ and partners.

The official hashtag of the page is #allianceprojectEU which will be included in every content posted, and accompanied by thematic and sectoral hashtags in line with the context and topic of the post. This will allow the audience browsing by hashtags to receive targeted updates on specific areas of interest, appropriately spelled out.

Each post will therefore include specific hashtags related to the keywords or topics of the project.

In addition, each of the partners involved in the project will follow the ALLIANCE PROJECT account and vice versa, thus building a network of relations; finally, by tagging and retweeting

the posts reciprocally, it will be possible to disseminate the content in a widespread and institutional way.

Tweets will include tags or @mention according to topic or partner involved.

YOUTUBE

The YouTube Channel, due to its nature, prefers dissemination through video content, uploaded to the channel complete with caption, references and in-depth links to the project website.

After the creation of the channel, we proceeded with the customisation of the profile image, the cover image and all the useful information to deepen the topics. Subsequently, the creation of the heritage of relations shared with the partners will start, functional to the achievement of the proposed objectives.

Figure 4 - YouTube account
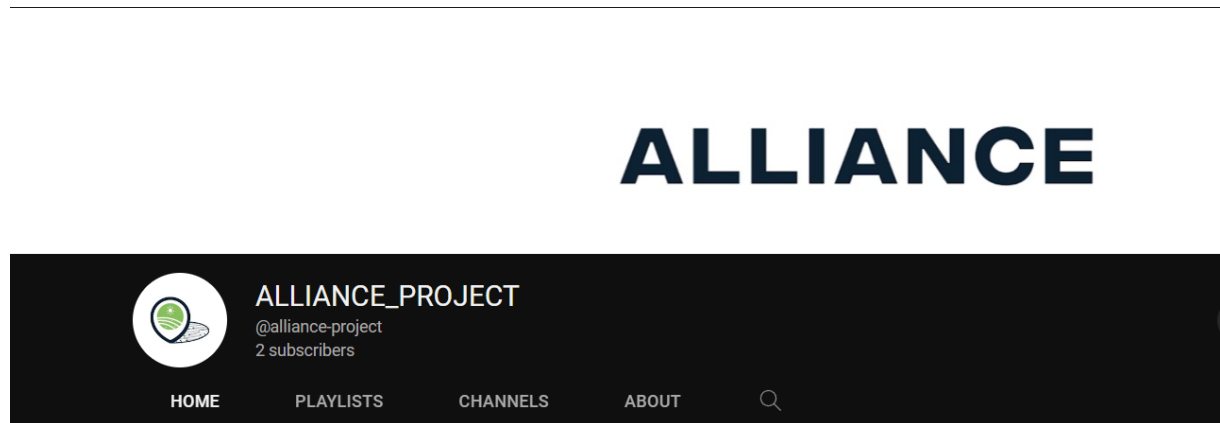
Here below a glimpse at the communication strategy applied to the YouTube social channel.

Recordings of conferences and any other relevant event are published in a timely manner, the description includes appropriate tags and links to relevant material and always to the project website http://alliance-heu-project.eu/

YouTube is used to publish videos that explain certain aspects of the project, however given the "trending" logic behind videos and accounts visibility on YouTube it is reasonable to envisage the use of this platform as a repository.

2.9.4 Videos to communicate certain sophisticated components of ALLIANCE

Videos are an effective communication tool that can help bring complex ideas and concepts to life, making them more easily understood by a wider audience. ALLIANCE will benefit greatly from utilising videos as a key component of its communication plan. This approach will help to convey the critical role that ALLIANCE is playing in strengthening the resilience of the food sector. By leveraging the power of visual storytelling, ALLIANCE can effectively communicate the benefits of its work to stakeholders and ultimately contribute to the success of ALLIANCE.

The approach to communication adopted for ALLIANCE envisions the use of videos in a way akin to that described above.

3 ALLIANCE BRANDING

Branding is essential in the communication of a project because it helps to create a unified and consistent message that can be easily recognized by stakeholders. Together with the project's visual identity it provides an easy way for people to identify the project, as well as its values and goals. Branding also helps to differentiate the project from its competitors, while visual identity helps to convey key messages about the project in an attractive and memorable way. Branding also helps to build trust with stakeholders, as they will recognize the brand and associate it with quality work.

3.1 ALLIANCE logo design

The logo proposals have been designed following these specific keywords and concepts: Food traceability, Food safety, Quality, Preservation, Agritech, Label, Agriculture, Authenticity, Supply chain, Data, Synergy & Food system. The design of the final version of the logo centres around three core keywords:

- Traceability

- Agriculture

- Food

The chosen design develops one concept made of three elements:

- Pin

- Field

- Technology

The result is the following logo (Figure 5).

Figure 5 - Logo

The final version of the logo combines colors, icon and font of different versions for final results that highlights the enabling role of technology in the paradigm change in the food supply chain management proposed by ALLIANCE. This is brought forward by the font. The specific role of technology is hinted at by the dots and lines in the shadow of the icon alluding to "distribution" and "network". Finally, at the intersection between the technology and the real world is the pin with the field inside that symbolises traceability.

3.2 ALLIANCE website

The Horizon Europe project ALLIANCE establishes its online presence through a website. This will be a pivotal channel for communication and dissemination of the project's activities, findings, and results. Additionally, it will offer the opportunity to stakeholders to register as such and to follow the developments throughout the project duration. In other words, the website will be akin to a single point of contact for all information related to ALLIANCE project.
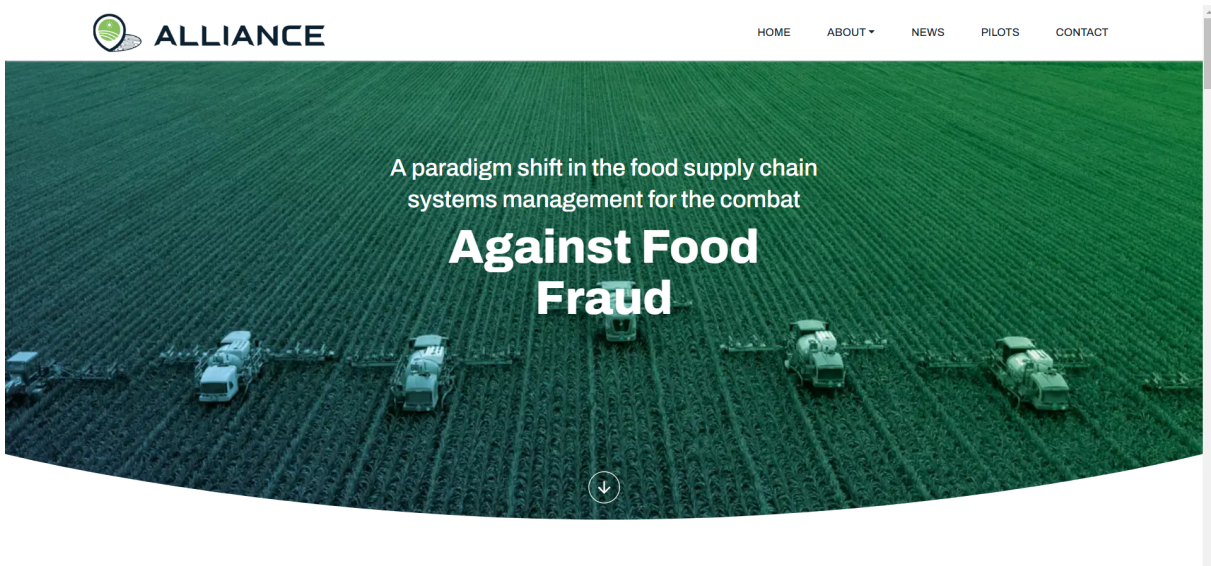
Figure 6 - Home page

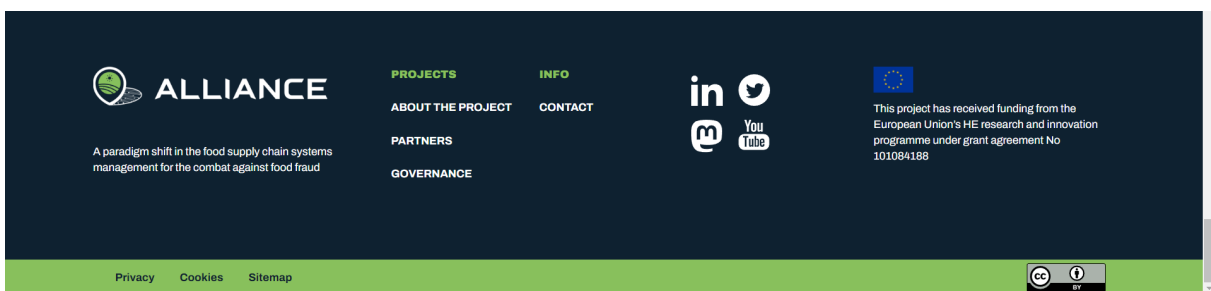**Figure 7 - Footer of the website**

Figure 8 - Partners' section with search bar to search for a specific partner in the list below
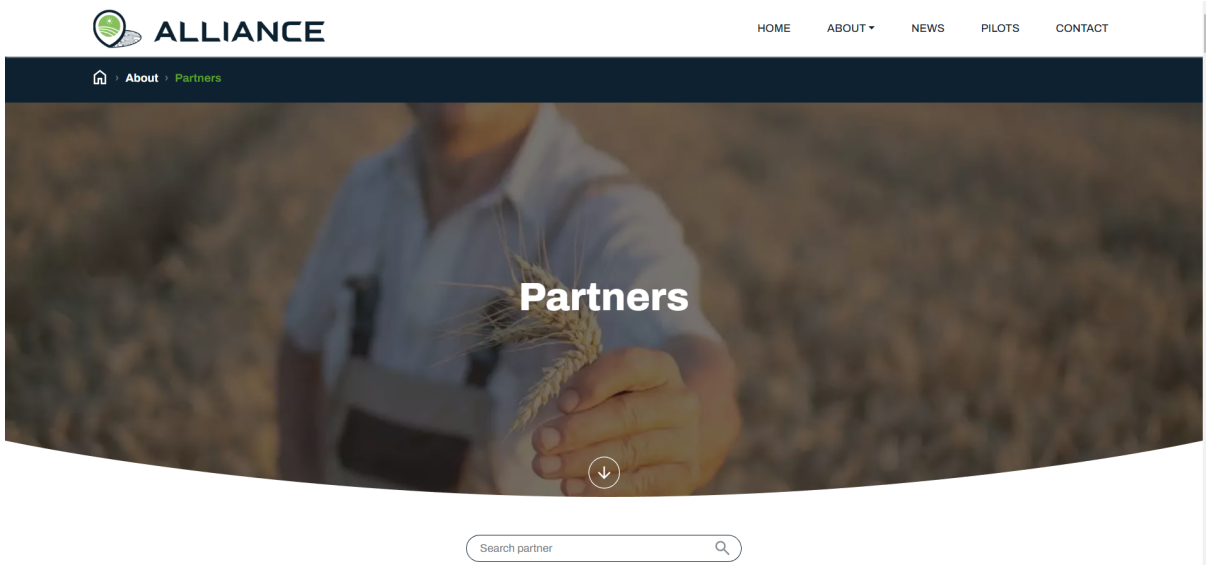

Figure 9 - Cards providing an overview of the work packages
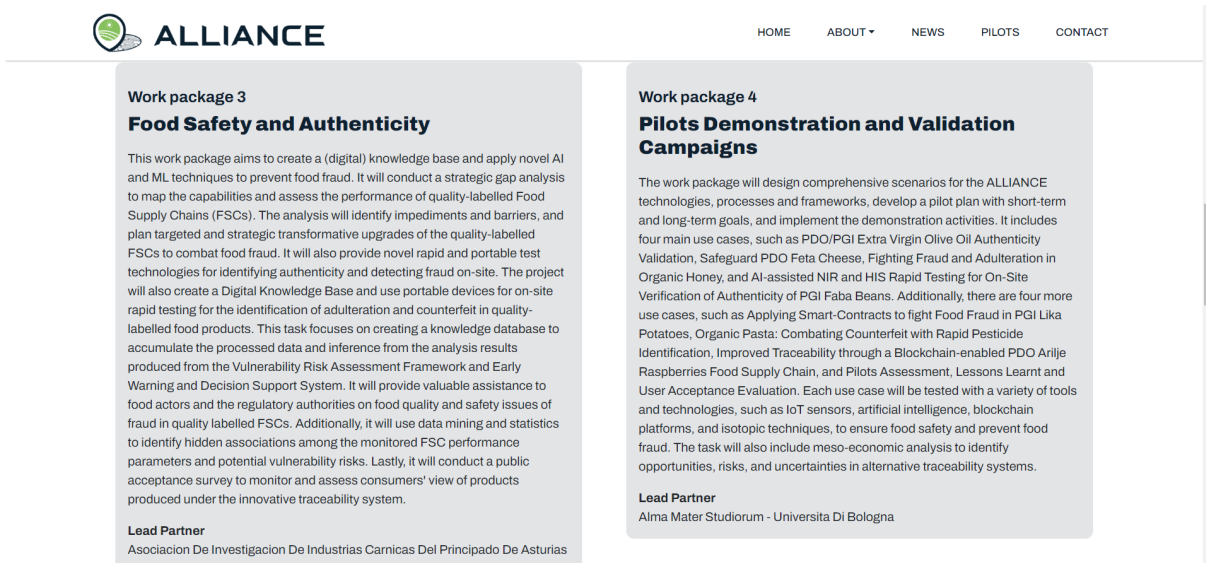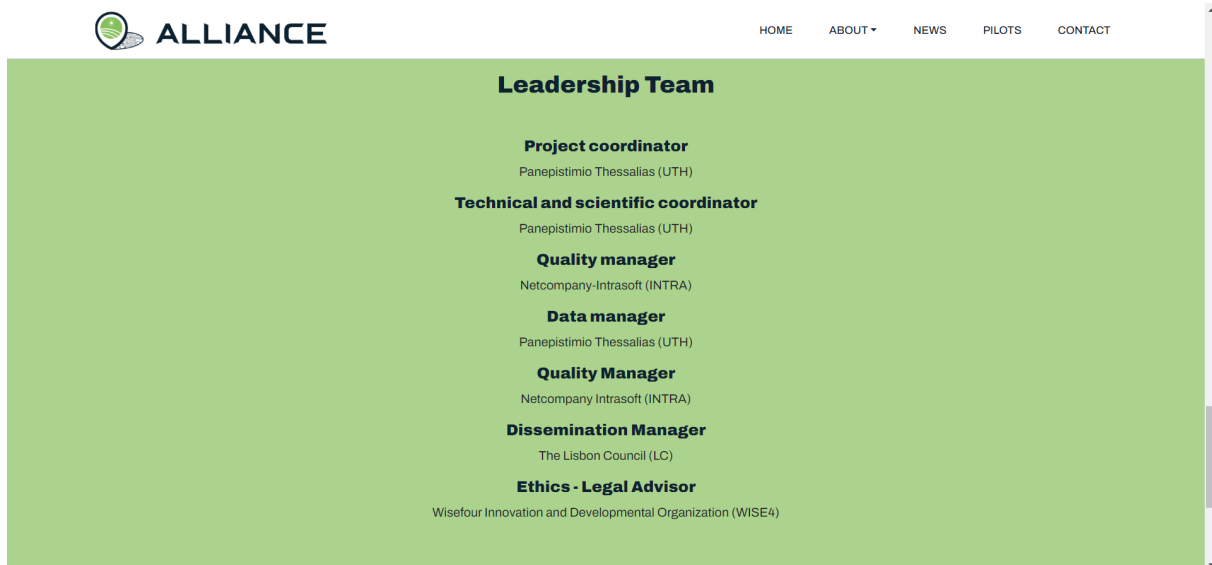
Figure 10 - Leadership team

3.3 ALLIANCE website structure

The first version of the website structure includes:

- Home page
- About
  - Description of the project
  - Partners
  - Governance
- Pilots
- Contact

Whereas the Home page provides an overview of the project and, naturally, functions as a link to the other sections of the website, the other sections dive deeper into the project.

The About section includes a page that describes the project's context, the issue addressed, the solution advanced and more specific objectives of ALLIANCE. Additionally, it includes a page about the consortium partners, these are presented and briefly described. Finally, it includes a page on the governance of the project, hence a description of the work packages and the leadership team (i.e., project's coordinator, dissemination manager, quality manager, etc.).

The section about the Pilots gives access to the three pilot cases of ALLIANCE. The current version of the website offers a high-level overview of the pilots. However, this section is likely to be the object of the first website update.

Finally, the Contact page. This page evidently includes the contact information of key roles within ALLIANCE.

Note that the News section is not part of the first structure of the website (albeit is part of the stage website) because there are no news/articles available yet.

4 COMMUNICATION AND DISSEMINATION TOOLS AND CHANNELS

This chapter provides an overview of the communication tools and channels selected for ALLIANCE. Overall tools and channels encompass both traditional and newer forms of communication.

4.1 Templates

The use of templates is necessary to standardise certain communication material so as to ensure a consistent outlook and, ultimately, the visual identity of the project. Due to this reason, both physical and digital documents templates are made available to the ALLIANCE consortium.

4.1.1 ALLIANCE digital documents templates

The PowerPoint template is shown in the figures below. Only some slides are shown as examples.

Figure 11 - PowerPoint template (title)

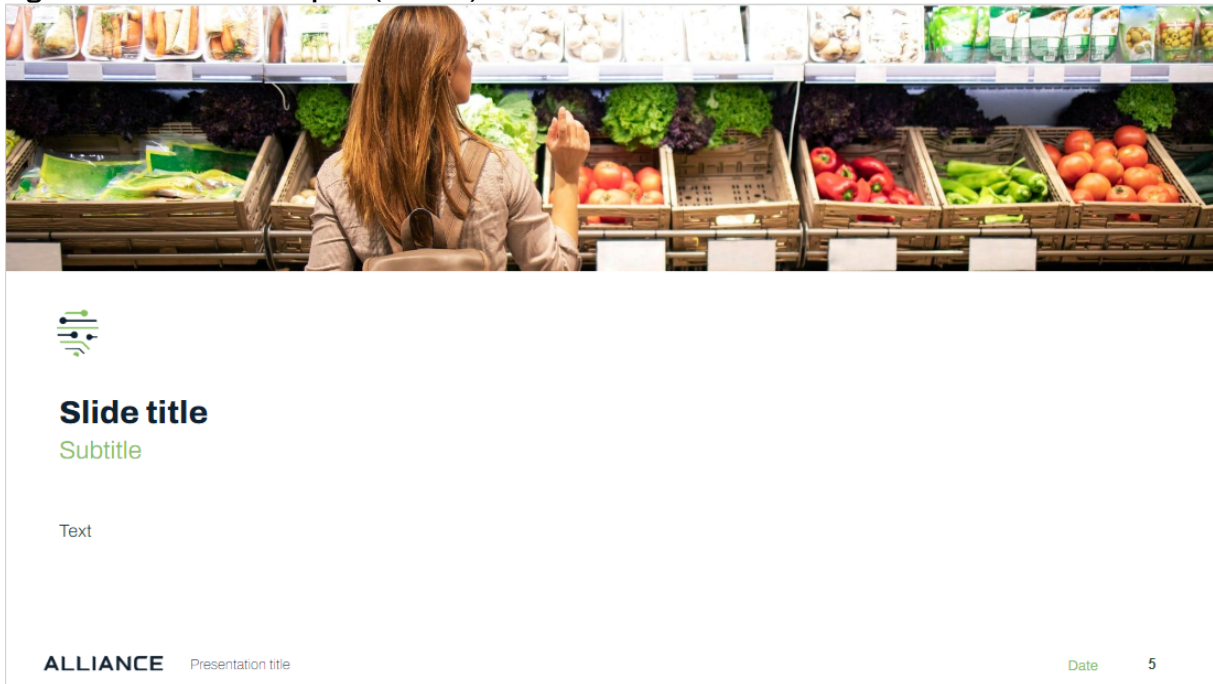**Figure 12 - PowerPoint template (content)**

Figure 13 - PowerPoint template (partners)

The PowerPoint template is used as a template for all presentations, and it shall be used by all partners. As a template it ensures that all the presentations are coherent with the brand created for ALLIANCE while allowing for flexibility in terms of the elements to include.

The over page of the word .docx template is shown below.

Figure 14 - Deliverable template

A second word .docx template is available in the shared repository with project logo in the header and European Union funding acknowledgement in the footer, this may be used for official letters. A third word .docx template is available in the shared repository as well, this template shall be used for minutes of meetings since it includes proper entries such as action points, agenda, and so on and so forth.
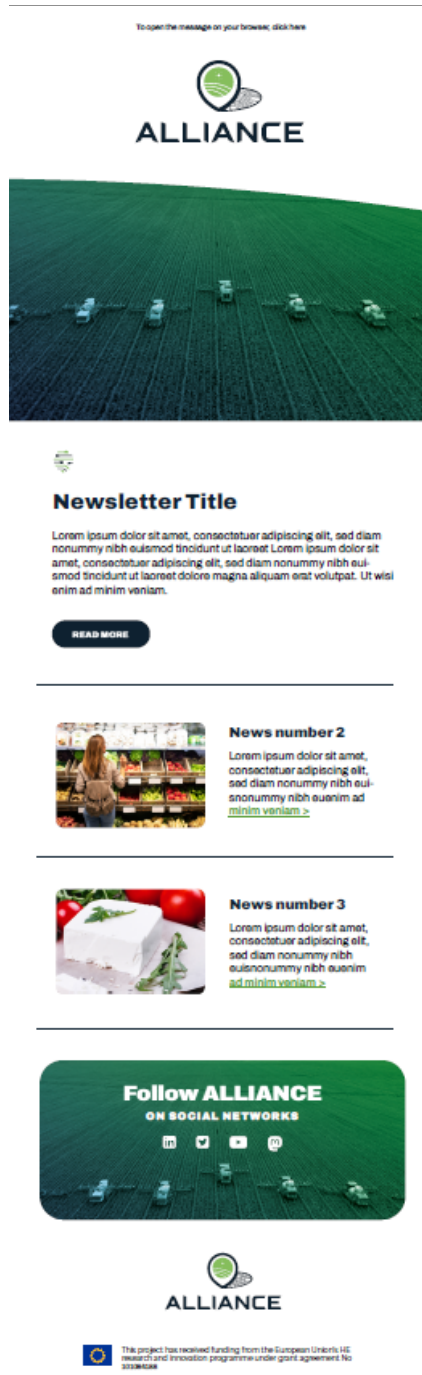
4.2 Newsletters

The newsletter template is shown in the figure below.

Figure 15 - Newsletter template

The template produced for the newsletter ensures that the communication from the official channels of the project follows is coherent from the perspective of the structure and of the identity.

4.3 ALLIANCE blog in the project's website

ALLIANCE leverages blog posts to offer useful information to the public and boost its visibility. The blog is a great way of increasing the project's online presence. It is used to spread news about relevant events and project's successes and interact with potential customers or partners by providing them with insights associated with the project's results. Generally speaking, it is an excellent way to provide detailed explanations about ALLIANCE's objectives, build trustworthiness by exhibiting accomplishments and strengths, as well as draw in new visitors who may be curious about the project or want to get involved.

The ALLIANCE blog will be hosted on the project's website (https://alliance-heu-project.eu/). This is a natural consequence of the role played by the website within the whole communication and dissemination of ALLIANCE, which should facilitate the effort to meet the above-mentioned KPIs concerning the project's online presence. In a few words, the website is the first tool that establishes the online presence of the project and functions as a channel akin to a one-stop-shop for other communication channels and for the dissemination of all relevant material. In this way, it is also an excellent point of contact for all the stakeholders who can access meaningful information and for potential stakeholders that may decide to become such on the basis of the content provided to them. This last interaction can certainly be mediated by the blog.

4.4 Scientific publications and special issues and policy briefs

ALLIANCE leverages the expertise and experience of its consortium members to deliver top-notch scientific publications and attract research by organising special issues. Building on its assets, it utilises the high-level profiles within the consortium to ensure that the quality of output is of the highest standard and that the most appropriate channels are selected for dissemination. Through these efforts, ALLIANCE advances its mission to promote and raise awareness of the innovations and breakthroughs made in the fields of big data, AI, blockchain, digital twins, interoperability and food supply chain management.

A preliminary list of avenues for publication was compiled and is available in the Annex B.

4.5 Policy briefs, white papers and other consensus building tools

ALLIANCE commits to facilitate diverse and multi-stakeholder collaboration and information-sharing towards building a shared understanding around the topic of food fraud and food supply chain resilience. This demands, to a great extent, the engagement of actors from every part of society in constructive debates and exchanges of opinions. This consensus building activities will be developed throughout the project's duration making effective use of instruments like policy briefs, white papers, and memorandum of understandings.

4.6 Press releases

Press releases are a great way of communicating milestones or any other proceedings that can be assigned to a "checkpoint". Naturally, they are also a great way of communicating about an

event or some development that has a direct impact outside ALLIANCE, hence that is worth of a broader exposure, including being shared with the general public. The social media channels of the ALLIANCE project will not share this type of content to avoid auto referencing. However, the ALLIANCE social media channels will share press releases published by media outlets or ALLIANCE consortium partners. The use of press releases greatens of importance in light of the ambitious goals regarding ALLIANCE's impact on policymaking and food policy at every level of government, including international organisations. On these premises, press releases shall be designed considering outlets more tuned towards international organisations, with messages carefully devised for those stakeholders.

4.7 Third-party events

The ALLIANCE consortium members can use third party events as a powerful tool for the dissemination and communication of ALLIANCE. Attending and participating in relevant events, such as conferences, workshops and trade fairs, can help the consortium members to reach a wider audience and raise awareness about the project. By presenting the results of ALLIANCE at such events, the consortium members can demonstrate the project's impact and value and provide insights into the innovations and solutions developed through ALLIANCE. Additionally, by networking with other participants and stakeholders at these events, the consortium members can establish new partnerships and explore opportunities for collaboration. The consortium members can also engage with the media, both through interviews and press releases, to further increase the visibility of ALLIANCE and its results. It is important to choose events that are relevant to ALLIANCE and that attract the right target audience, such as policy makers, industry leaders, researchers and other relevant stakeholders. These events present an opportunity for the consortium members to engage with industry leaders, researchers and the general public on the topic big data, AI, blockchain, digital twins, interoperability and food supply chain management. By using third party events effectively, the ALLIANCE consortium members can maximise the impact and reach of the project's communication and dissemination efforts.

A list of potential events to attend is available in the Annex C.

4.8 ALLIANCE presentation

The communication and dissemination plan presented in chapter 2 outlines the main rationale of first phase as to raise awareness on ALLIANCE to spark interest and elicit interactions with the target audiences. Raising awareness on the project by developing a fairly comprehensive and generic overview is the logic underlying the introductory presentation of ALLIANCE.

Figure 16 - PowerPoint presentation of ALLIANCE (example)

Figure 17 - PowerPoint presentation of ALLIANCE (example 2)

Figure 18 -PowerPoint presentation of ALLIANCE (example 3)

Figure 19 - PowerPoint presentation of ALLIANCE (example 4)

The presentation consists of a thorough overview of the context surrounding ALLIANCE, the main reasons that led to its proposal, the vision that underpins its goals, its objectives and the approach envisioned to achieve them, and the expected outcomes and impact. Naturally, it also acknowledges the ALLIANCE consortium members albeit it does not offer a detailed description of them

5 DISSEMINATION AND COMMUNICATION MONITORING

This chapter deals with activities timing, management and monitoring. More specifically, activities timing is planned by displaying a dissemination and communication timeline referring to each year of ALLIANCE. Since the update of the DCP is scheduled for every 12 months, the timeline reported in the next section refers to the first year of the project. As far as the monitoring of dissemination and communication activities is concerned, this chapter deepens monitoring procedures and points out related KPIs of this communication strategy. A closely related activity to monitoring, covered by this chapter, is the identification of risks and the foresight of related mitigation actions, which is provided for in section 5.2.

5.1 Dissemination and communication timeline for the first year

The purpose of creating the timeline of activities as outlined in the table below (M1-M12) is to map the results and match the outreach activities as indicated within the timeline itself. The timeline will be added on the project repository so everyone inside the consortium is updated regularly about deadlines and deliverables that are necessary for this DCP.

Table 8 - Timeline for the activities of the first year

Main activities	Sub-activities	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
ALLIANCE KoM	Publication of first press release		▓										
	Publication through partner's channels		▓										
WP8 KoM	Organisation	▓											
	Follow up		▓										
DPC plan drafting	Partners' input				▓								
	Drafting				▓								
	Feedback collection and finalisation				▓								
Definition of visual identity	First elaboration	▓	▓	▓									
	Finalization				▓								
Website set-up	Mock-up definition	▓	▓	▓									
	Finalization			▓									
Social media account set up			▓										
Shared dissemination log			▓										
Mapping of stakeholders	Partners' input				▓	▓	▓	▓	▓	▓	▓	▓	▓
	Mapping and engaging				▓	▓	▓	▓	▓	▓	▓	▓	▓
Mapping of events	Partners' input		▓	▓									
	Mapping				▓	▓	▓	▓	▓	▓	▓	▓	▓
	Partners' input		▓										

Mapping of publication outlets	Mapping			■	■	■	■	■			■	■	■	■	■
Drafting and submission of scientific articles								■	■	■	■	■	■	■	■
Launch of website	Launch			■											
	Content update			■	■	■	■	■	■	■	■	■	■	■	■
Publication through social media															
YouTube video							■	■	■	■	■	■	■	■	■
ALLIANCE overall project presentation			■												
Newsletter				■	■	■	■	■	■	■	■	■	■	■	■
Workshops, webinars	Design and organisation			■	■	■	■	■	■	■	■	■	■	■	■
	Announcement			■	■	■	■	■	■	■	■	■	■	■	■
Publication of the first scientific article												■	■	■	■
Publication of a scientific poster												■	■	■	■
Participation in EU and national events			■	■	■	■	■	■	■	■	■	■	■	■	■
Press release			■	■	■	■	■	■	■	■	■	■	■	■	■

5.2 Risks and mitigating actions

An updated (with respect to the proposal) list of risks and mitigation actions is provided in the table below.

Table 9 - Risks and mitigating actions

Risk	Rating	Mitigation
Partners do not agree with the licensing model for the final results of ALLIANCE. The project will not achieve the planned impact and subsequent exploitation	Medium	Detailed licensing indications has been included in the Consortium Agreement before the beginning of the project. Initial version of the licensing model has already been addressed in Section 2, where freemium licensing schema for ALLIANCE results is presented.
The project results do not achieve sufficient relevance in the software, cloud and IT sector in general. The project will not achieve the planned impact and subsequent exploitation	High	All partners are interested in gaining new business based on the results and thus direct the project to impact creation. To achieve that, several actions are planned, which range from scientific dissemination to more industrial, more driven one, organization of workshops and training sessions with the industry, as well as setting up informal focus groups for discussion and to gather feedback on ALLIANCE's measurable outputs.
The dissemination of the project results is not sufficient to create an impact. The project will not achieve the planned impact and subsequent exploitation	Low	The dissemination plan will catch users as project sentinels in order to contribute to the dissemination of the results, emphasizing the planned impact.

5.3 Immediate next steps

A list of immediate next steps for the communication and dissemination of ALLIANCE is provided in the table below.

Table 10 - Immediate next steps

What	Responsible Partner	Planning
Validation of the editorial calendar	Coordinator, the Lisbon Council	M4
Roll-out of the social media strategy	The Lisbon Council	M4
Application to the first conference (probably Egov-CEDEM-ePart)	Coordinator, the Lisbon Council	M4
Planning, draft and publication of the first scientific paper	All partners	M12

6 CONCLUSION AND OUTLOOK

The deliverable at hand represents a significant asset in project ALLIANCE as it provides a comprehensive and effective approach to stakeholder engagement and communication. The following are the three main highlights of the deliverable. The deliverable defines and profiles stakeholders through personas, providing a deep understanding of potential stakeholders and enabling the consortium to engage with them in a targeted and impactful manner. The deliverable offers a comprehensive and well-structured plan for communication and dissemination, including a range of resources to effectively communicate with and engage stakeholders. By distinguishing communication and dissemination activities based on the phase of the project, the deliverable guides the consortium to achieve their goals. The deliverable sets the stage for the consortium to take the next steps towards success. This includes a full roll-out of the social media strategy, a well-defined schedule for communication and dissemination activities, and a solid foundation for dissemination efforts. In conclusion, the deliverable provides the consortium with a clear and effective path to stakeholder engagement and communication, supporting the project's impact on society and its long-term success.

REFERENCES

[1] ALLIANCE, *Grant Agreement,* European Union (Brussels, 2022)

ANNEX A - POTENTIAL STAKEHOLDERS

Stakeholder's name	Stakeholder's type
Institute of Food Science and Technology	C - Research community
EIT Food	D - Initiative
EIP Agri	D - Initiative
European Food Information Council (EUFIC)	G - Consumers representatives
European Food Safety Authority (EFSA)	E - Regulators
Food and Agriculture Organization (FAO)	E - Regulators
International Fund for Agricultural Development (IFAD)	E - Regulators
World Food Programme	E - Regulators
Medifit	D - Initiative
Biofreshcloud	D - Initiative
EcoReady	D - Initiative
Climate Smart Advisors	D - Initiative
PhasmaFOOD	D - Initiative
DataBio	D - Initiative
AFarCloud	D - Initiative
MED-GOLD	D - Initiative
DEMETER	D - Initiative
S3FOOD	D - Initiative
SUFISA	D - Initiative
SALSA	D - Initiative
SMARTCHAIN	D - Initiative
WeLASER	D - Initiative
PestNu	D - Initiative
FLOCK-REPROD	D - Initiative
INNOFAST	D - Initiative
YPACK	D - Initiative
ZeroW	D - Initiative
APRIL	D - Initiative
ClimateSmartAdvisors	D - Initiative
WATSON	D - Initiative
AsDIH	D - Initiative
ZeroW	D - Initiative
Food for Life Spain	D - Initiative
THEROS	D - Initiative
TRUSTFOOD	D - Initiative
TITANS	D - Initiative

ANNEX B - AVENUES FOR PUBLICATION

Avenue for publication	Type	Audience
Agronomy	Scientific Journal	Scientific audience
Journal of Food Engineering	Scientific Journal	Scientific audience
Food Control	Scientific Journal	Scientific audience
Food Chemistry	Scientific Journal	Scientific audience
Journal of Food Processing and Preservation	Scientific Journal	Scientific audience
Foods	Scientific Journal	Scientific audience
Global Food Security	Scientific Journal	Scientific audience
Journals of Food Products Marketing	Scientific Journal	Scientific audience
Trends in Food Science & Technology	Scientific Journal	Scientific audience
IEEE International Conference on Blockchain	Conference Proceedings	Scientific audience
Business & Information Systems Engineering	Scientific Journal	Scientific audience
Journal of Food Science	Scientific Journal	Scientific audience
International Journal of Environmental Research and Public Health	Scientific Journal	Scientific audience
Computers and Electronics in Agriculture	Scientific Journal	Scientific audience
Wise4 blog	Online blog	Industry

ANNEX C - CONFERENCES AND EVENTS

Name of the event	Type	Audience
ANUGA	Fair	Industry
ANUGA FoodTec	Fair	Industry
Alimentaria	Fair	Industry
Alimentaria Food Tech	Fair	Industry
Meat Attraction	Fair	Industry
Fruit Attraction	Fair	Industry
Cibus Tec	Exhibition	Industry
EFFoST International Conference	Conference	Scientific audience, Policymakers
Institute of Food Science and Technology Spring Conferences	Conference	Industry
International Food & Drink Event London	Exhibition	Industry
SIAL Paris	Exhibition	Industry
Food Expo Greece	Exhibition	Industry
South Summit Madrid	Summit	Policymakers, Industry, Scientific audience
Food Shift 2030	Conference	Policymakers
Tugip	National Conference	
Kumpem Forum	Conference	Scientific audience
Società Italiana di Economia Agraria Conference	National Conference	Scientific audience
Società Italiana di Economia Agro-Alimentare Conference	National Conference	Scientific audience
Associazione Italiana Società Scientifiche Agrarie (AISSA)	National Conference	Scientific audience
European Association of Agricultural Economists	Conference	Scientific audience
SANA	Fair	Industry
SANATECH	Fair	Industry
BioDemoFarm	Demonstration days	Industry
ENOVITIS	Fair	Industry
Transfiere Forum	Conference	Policymakers, Industry, Scientific audience
Salon GOURMETS	Fair	Industry, Policymakers
Food for Future Expo Foodtech	Exhibition	Industry, Scientific audience
AGROPEC 2023	Fair	Policymakers, Industry, Scientific audience