



Funded by
the European Union

HOLiFOOD communication & dissemination plan

D7.2

EUFIC

Date: 30-03-2023

HOLiFOOD communication and dissemination plan

Document ID D7.2

Due date 31/03/23

Submission date 30/03/23

Dissemination Public

Work Package 7

Author(s) Maria Scherbov (EUFIC), Annalisa Canova (EUFIC), Matteo Sabini (EUFIC), Debora Serra (EUFIC)

Document Version 1.4

Grant Agreement 101059813

Duration 48 Months

Start Date October 2022

End Date September 2026

Contributors

Name	Organisation
<i>Consortium partners who took part in the co-creation workshop or gave individual contribution</i>	<i>All consortium partners</i>

Revision history

Version	Date	Reviewer	Modifications
1.0	17/02/2023	WP7 task leaders (DIALOGIK, AGROKNOW, WR, EUFIC)	Prepared draft
1.1	24/02/2023	All partners	Suggestions to draft
1.2	08/03/2023	EUFIC	Suggestions to draft
1.3	27/03/2023	Most consortium partners	Sugegstions to final draft
1.4	30/03/2023	Ine van der Fels-Klerx	Final draft checked, and edited, final version

Disclaimer: The information and views set out in this report are those of the author(s) and do not necessarily reflect the official opinion of the European Union. Neither the European Union institutions and bodies nor any person acting on their behalf may be held responsible for the use which may be made of the information contained herein.

Index of contents

Contributors	3
Revision history.....	3
Index of contents	4
1. Executive summary	6
2. Introduction.....	8
3. Objective of the plan	9
4. Target audiences ('who?')	10
4.1 Overview of key target audiences.....	10
4.1.1 Policymakers and risk managers	10
4.1.2 Food industry and Small- and Medium-Sized Enterprises (incl. farmers)	11
4.1.3 Scientific Community (incl. service providers, e.g., software companies)	11
4.1.4 Risk assessors	11
4.1.5 Educators/trainers in the field of risk assessment	12
4.1.6 Organisations communicating about food safety: consumer associations, civil society and science/risk communicators, media (including journalists/media)	12
4.1.7 The general public.....	13
4.1.8 EU Research projects and sister networks	13
4.2 Messages ('what?').....	13
4.3 Sensitive food safety topics in society.....	18
4.3.1 Citizens	18
4.3.2 Media	18
5. Methods: dissemination and communication tools and activities	19
5.1. Brand identity.....	19
5.1.1 Logo	19
5.1.2 Brand manual.....	20
5.2. Website	20
5.2.1 Homepage	21
5.2.2 About.....	22
5.2.3 Partners	22
5.2.4 News and events	22
5.2.5 Results	22
5.2.6 Engagement	22
5.2.7 Glossary	22
5.2.8 Other website elements.....	23
5.3. Press Release	23
5.4. Social networks.....	23
5.5. Other (traditional) media outlets.....	24
5.6. Sustainable Food Systems Network (SFSN).....	24

5.7. Massive Open Online Courses (MOOCs), Small Private Online Courses (SPOCs) and other e-learning approaches.....	25
5.8. Consumer food safety awareness raising campaigns.....	25
5.9. Networking and collaboration activities.....	26
5.10. Conferences and events.....	26
5.11. Other communication and dissemination materials.....	26
6. Timeline of activities.....	27
7. Key Performance Indicators (KPIs).....	29
8. Exploitation pathway.....	31
8.1 Summary of Activities and Reporting Plan.....	31
8.2 Potential Exploitable Assets.....	31
8.3 Targeted Audiences for Exploitation.....	32
9. Operational processes for communication and dissemination, and exploitation	33
9.1. Roles and responsibilities	33
9.2 Reporting activities	34
9.3 Revision of the plan	34
10. Conclusion and next steps.....	35
Annex 1: Glossary of terms (project vocabulary).....	36
Annex 2: Inventory of project partners' communication tools & channels.....	37
Annex 3: European and international networks.....	39
Annex 4: Relevant projects and initiatives.....	42
Annex 5: International events and conferences in 2023.....	44

1. Executive summary

This deliverable presents a comprehensive plan for communication, dissemination and exploitation (CDE) activities planned for HOLiFOOD, as well as the associated actions to be carried out during the project.

This plan falls under the first task of Work Package 7: *WP7 Communication, dissemination, education and exploitation* and is to be submitted by end of March 2023.

EUFC, as WP7 leader, in close collaboration with the project coordination team, task leaders and the entire consortium, is responsible for designing, preparing, and implementing the communication, dissemination and exploitation activities during the project lifespan.

Starting with the organisations with whom the project will interact on a regular basis, and at various levels, the plan identifies 8 stakeholder groups as key target audiences (further detailed in Chapter 4). Specific communication and dissemination activities will be developed to address individual needs in line with HOLiFOOD's scope and expected impact.

In addition, a total of 12 tools and activities will be executed within the lifetime of the project.

1. Brand Identity
2. Website
3. Database
4. Press releases
5. Social Networks
6. Other (traditional) media outlets
7. Sustainable Food Systems Network (SFSN)
8. MOOCs, SPOCs and E-Learning approaches
9. Consumer food safety awareness raising campaigns
10. Networking activities
11. Conferences and events
12. Other C&D activities

This deliverable is a living document that will be updated twice, in 2024 and 2025. A full report and a deliverable will be worked out in M24, and the final report will be produced towards the end of the project in M48. This allows for room to improve our approach/strategy, and assess our activities based on current results, lessons learned, and feedback collected from target audiences and stakeholders interacting with HOLiFOOD. It also considers the possible changing context and environment in which the project operates. Procedures and timeline to revise the plan were agreed upon in the Grant Agreement.

This CDE plan also contains a first version of the exploitation strategy, to be detailed and consolidated at a later stage. So far, several Key Exploitable Results (KERs) were defined (further detailed in Chapter 8). This will be done together with the target audiences potentially interested in using them and considering the actions to be implemented to fully exploit them.

Additionally, a detailed process explaining how the project partners' contributions will be coordinated is laid down in Chapter 9, ensuring that HOLiFOOD will communicate, disseminate and exploit results using a single voice.

Following the initial three months of HOLiFOOD – dedicated mainly to the development of this plan and cementing the operational elements (i.e., brand identity, website, etc.) – the next steps will concern the implementation of the activities detailed in the following chapters.

2. Introduction

The HOLIFOOD project aims to improve the integrated food safety risk analysis (RA) framework in Europe to:

- i) meet future challenges arising from Green Deal policy driven transitions, in particular in relation to climate driven changes,
- ii) contribute to the UN's Sustainable Development Goals, and
- iii) support the realisation of a truly secure and sustainable food production.

The communication and dissemination plan outlines the strategy to maximise the impact of the project to increase its visibility and ensure that project outputs are widely disseminated to end-users and relevant target audiences (Chapter 4).

In particular, the communication and dissemination plan addresses the following elements:

- **Objective** ('Why are we communicating about the project? What is the goal of our communication activities?')
- **Key target audiences** ('Who are they?')
- **Messages** ('What do you want each key audience to know?')
- **Method** ('How will you reach each target group? Which tools will be used?')
- **Time** ('When does each activity take place?')

3. Objective of the plan

The main objective of this plan is to offer partners a set of guidelines, inform about responsibilities and timelines related to how/when/where communication, dissemination and exploitation of the project results will take place - as well as to encourage them to use their channels (e.g., organisations websites, social networks, etc.) to support the communication and dissemination activities.

The main objective of the plan is to reach the 6 main objectives outlined in the Grant Agreement, which are to:

- i) **Increase general awareness** among stakeholders and the general public in relation to emerging food safety risks and holistic risk assessment practices.
- ii) **Increase awareness about the project's activities** and outcomes and promote visibility of the project to key target groups (listed above).
- iii) **Ensure widespread dissemination of project results** using audience-specific approaches and tools to promote adoption by key end-users.
- iv) **Engage in on-going two-way exchange with key stakeholders** through implementing Living Labs to ensure project outcomes are co-designed with stakeholders and end-users, and to optimise changes in practise resulting from HOLiFOOD outputs.
- v) **Monitor the effectiveness of the communication and dissemination and exploitation actions** undertaken during the project's duration.
- vi) **Develop a mid to long term post-project dissemination and exploitation plan** incorporating key learnings and tools developed during the project. All dissemination and communication actions will be performed according to the Horizon Europe rules and clauses relevant to communication and dissemination, such as mentioning the funding, and using the EU emblem.

4. Target audiences ('who?')

This Chapter presents i) the stakeholders who will interact with HOLiFOOD in the lifetime of the project, ii) the objective of the interaction and the stream of engagement and outlines iii) the messages that will be communicated in the first phase of the project. The section below summarises the target audiences' information needs, describing who they are in detail, and how they will be addressed by HOLiFOOD's activities.¹

An attempt to define the HOLiFOOD target audience requires deep knowledge of the complexities underlying the food safety system and a comprehensive understanding of stakeholder dynamics; this concerns both the stakeholders involved in the development and implementation of the methods via the living labs (WP4), as well as those operating beyond the confines of the project, who are exposed to food safety risks.

The following stakeholders will be targeted by HOLiFOOD's communication activities:

1. EU policymakers and risk managers
2. Food industry and Small- and Medium-Sized Enterprises (incl. farmers)
3. Scientific Community
4. Risk assessors
5. Educators/trainers in the field of risk assessment
6. Consumer associations, civil society and science/risk communicators, media
7. The general public
8. Research projects food and nutrition

4.1 Overview of key target audiences

4.1.1 Policymakers and risk managers

Stakeholders under this subgroup are heterogeneous with differences at governance level but associated by a common feature: the power to influence and/or change policies related to food safety.

HOLiFOOD will address policy makers, food safety authorities, municipalities, and inspection/control bodies (European, national and regional levels). Engaging this group will be crucial for the early detection and mitigation of food safety risks (WP1, WP6) and an uptake of holistic risk assessment methods and tools developed under WP3, which will support regulation 'in a changing global environment'.

The EU Farm-to-Fork Strategy refers to the concept of 'One Health' as an approach to tackle emerging problems and underlines the need for holistic transdisciplinary approaches to move towards safe and sustainable food systems. A comprehensive cost-benefit analysis of the food system, including a focus on positive and negative health, environment, and economic dimensions, allows decision-makers to take a broad range of factors into consideration, in line with societal demands and needs.

¹ Insights on the information needs of individual groups were gathered during in a workshop in January 2023, in which partners gave input, informing the basis of this section.

Therefore, the main message to this target audience will focus on explaining how HOLiFOOD tools will directly support decision-making for a safe and sustainable food system. The Living Labs under WP4 will be a crucial mechanism for bridging the gap between research and practice, facilitating discussion among wide-ranging stakeholders, cross-fertilization, which should lead to public acceptance.

4.1.2 Food industry and Small- and Medium-Sized Enterprises (incl. farmers).

The groups under this category include farmers, farmers associations, food producers, food distributors, local food system companies and organisations (e.g., local cooperatives), and trade associations of those groups, and especially SMEs, who will be requiring up-to-date information about food safety risk to align best practices within their sector for mitigation of food safety risks to protect consumers. Therefore, the private sector also has an important role to play in communicating aspects of food safety and procedures to consumers.

Some parts of food safety require complex monitoring capacity and transdisciplinary knowledge to ensure effective management and predictive capabilities of all supply chain stakeholders. For this, the HOLiFOOD output related to facilitating data and knowledge exchange about emerging and re-emerging risks will be important for the private sector (WP1 & WP6). Developments that will assist in prioritizing food safety risks, by quantifying healthy and sustainability risks in an integrated way (WP3), will also be an area of significant interest for this group. Engagement via the Living Labs has the further potential to promote cross-fertilization and public acceptance, crucial for the uptake of new knowledge and methods. Networks, like the established Food Industry Intelligence Network (FIIN26), can further serve to further boost the dissemination of information and intelligence stemming from the project.

4.1.3 Scientific Community (incl. service providers, e.g., software companies)

The scientific community is a diverse network of interacting scientists. It includes sub-communities working in particular scientific fields, and sub-fields relevant for the project, and within particular institutions. HOLiFOOD recognizes the need for transdisciplinary and interdisciplinary knowledge and methods to develop holistic assessment approaches with a multi-dimensional view on food safety, to address the challenges facing current food systems. A current barrier to interdisciplinary research lies in the different interpretation of concepts across disciplines, and the lack of harmonized data and methods. HOLiFOOD will bridge this gap by co-developing a common vocabulary that can be utilised and translated across disciplines.

Further, it will be necessary for scientists within the relevant fields e.g., emerging risks, risk assessment, big data analytics, risk communication, to stay up to date on latest developments stemming from the project, such as the improved data, tools and methodologies. This flow of information can further be ensured via networks, like the Sustainable Food Systems Network (SFSN), aimed at sustaining connection, collaboration, and pooling of resources.

4.1.4 Risk assessors

HOLiFOOD will address risk assessors throughout the lifecycle of the project. Particularly important are the national food safety authorities with the risk assessment capacity, the European Food Safety Authority (EFSA) and Food and Agriculture Organization (FAO). What binds this group together, is their power to influence the risk assessment process and its evolvement, and in turn, the decision-making capacity. Engaging this group will be crucial to ensure that methods

facilitating the early detection and mitigation of food safety risks in the food chain (WP1, WP6) and a holistic risk approach to risk assessment (WP3), are up-to-date, to support effective decision-making in a changing global environment.

In Europe, *the EU Farm-to-Fork Strategy* refers to the concept of ‘One Health’ as an approach to tackle emerging problems, underlining the need for holistic transdisciplinary approaches to move towards safe and sustainable food systems. FAO promotes a One Health approach as part of agrifood system transformation². A comprehensive cost-benefit analysis of the food system, including a focus on the positive and negative health, environment and economic dimensions will allow risk assessors to take multiple dimensions into consideration in line with societal needs. Therefore, messages to this target audience will focus mainly on explaining how HOLiFOOD tools and output will impact risk assessment processes and lead to effective decision-making for a safe and sustainable food system. In addition, the living labs under WP4 will be crucial for bridging the gap between research and practice, facilitating discussions among wide-ranging stakeholders and the cross-fertilization of ideas.

4.1.5 Educators/trainers in the field of risk assessment

This group has an interest to improve the knowledge and overall capacities in the field of risk assessment and thus will be a crucial target group for the dissemination of project output to the next generation of risk assessors and current practitioners.

The trainings that will be developed during the life-cycle of the project will especially be of interest to Higher Education Institutes (universities, universities of applied sciences or polytechnics), offering courses in the food safety or food sustainability domains, and professional training centres (for practitioners). Engaging and pitching the output to educators and trainers in appropriate ways ensures that food safety capacities are informed by the latest knowledge and methods in the field, adequate for addressing the educational needs for solving complex challenges facing current food systems.

4.1.6 Organisations communicating about food safety: consumer associations, civil society and science/risk communicators, media (including journalists/media)

This is a diffuse group constituting of organizations representing citizens' and consumers' interests and those interested in a wide range of social and environmental challenges. Combined, they have the power to connect HOLiFOOD with the larger public and to influence public perception related to food, healthy and sustainability issues. The project will address civil society and consumer organisations operating at local, national, European and international levels, ensuring a balanced, impartial and science-based view to mitigate any potential risk of the propagation of false information, which was identified by EFSA as a major concern for food safety³.

This group will be crucial to ensure effective communication with the public about the emerging food risk identification process and the European food safety system. Communication (e.g., the digital awareness-raising campaigns under WP7) will be take a nuanced approach, informed by insights developed under WP5, which will improve our overall understanding of citizen concerns related to emerging food risks, risk assessment, including the human and environmental health

² <https://www.fao.org/one-health/en>

³ <https://efsa.onlinelibrary.wiley.com/doi/epdf/10.2903/j.efsa.2021.6574>

dimensions, and allow us to tailor the information and our engagement accordingly. Engagement with this stakeholder group via the Living Labs further ensures a two-way flow of information through the co-development approaches, further improving the chances that project results are accepted and not misinterpreted by society.

4.1.7 The general public

The general public – which considers all citizens and consumers exposed to food safety risks, especially vulnerable groups - are a central category HOLiFOOD, with results intending to benefit society as a whole.

According to the 2022 Eurobarometer on food safety, in Europe, only 1 in 5 consumers said food safety was their main concern when choosing food. It is often invisible unless you get food poisoning.⁴ To this end, and given the enormous diversity of citizens, in terms of demography, geography, education, values, culture, economic status, HOLiFOOD's communication activities (WP7) will target groups with an already pre-existing level of knowledge of food safety areas, or an interest in health-related issues, being however mindful of the vulnerable populations most affected by food safety risks, that must be reached, such as the elderly or individuals with learning disabilities (these will be identified in WP5).

4.1.8 EU Research projects and sister networks

Sister projects and EU-funded research projects play a significant role as a target audience. To ensure maximum impact and engagement, utilized will be partners' organisational and individual networks, networks of other EU projects, influencers and multipliers will be engaged in the activities conducted in WP7. In addition, the Sustainable Food Systems Network (SFSN) will ensure that the knowledge generated on HOLiFOOD is proactively shared and exchanged among relevant EU projects via creation of a food safety subgroup.

4.2 Messages ('what?')

HOLiFOOD aims to disseminate and promote awareness about the importance of emerging and re-emerging risks in the food chain, and how the application of Big Data and AI technologies can support improved early warning systems and holistic assessment approaches for policymakers, risk assessors, educators, scientific community, food industry and others. Reaching the target audiences outlined in this plan will require an appropriate strategy for communicating the information in a comprehensible way (Table 1).

First year of the project

The first year of the project will have a two-fold purpose. In the first phase of the project, HOLiFOOD messages will be of a general nature with the objective to:

- 1) Promote the project's mission and goals,
- 2) Explain how the project results will benefit society and food systems on the medium to long term,

⁴<https://www.efsa.europa.eu/en/corporate/pub/eurobarometer22#:~:text=The%202022%20Special%20Eurobarometer%20Survey,home%20in%20their%20mother%20tongue.>

- 3) Raise awareness about the broader context that the project operates within (e.g., ensuring safe and sustainable future food systems).

The first phase of the project, **year 1**, aims to build the HOLiFOOD 'brand' and creating awareness of the project, in part by generic messages around food safety and emerging risks (based on the most frequently asked questions on the web), and to engage the relevant stakeholders.

In the second phase of the project in project **year 2 and 3**, the messages will be targeted to the needs of specific groups, taking into account previous interactions and concrete project results, which will be assessed and re-assessed (see timelines section in Chapter 9) as the research develops, ultimately increasing the impact of the project.

In the final phase, in **year 4**, emphasis will be given to the research results and to achieve maximum possible outreach.

Table 1: Strategy for reaching individual target groups and suggested messages

Target audience	Objective	Approach	Messages
Policymakers and risk managers (policy makers, food safety authorities, municipalities, inspection/control bodies (European, national and regional levels))	- Encourage adoption of a holistic risk assessment framework that considers public health (safety and nutrition), environment and economy to meet the EGD objectives and UN SGDs. - Increase awareness about emerging and re-emerging risks along the three food chains and importance of early detection, and how it affects food systems/society. - Involve them in the co-creation process via the LLs and consult them on solutions developed under the project.	- Policy briefs/discussion papers (European high-level events and meetings). - Practice guides and abstracts (EIP Agri database, website). - news, blog posts, project updates on website. - Popular articles (website/social). - Press releases and articles or quotes (in specialized media). - Webinars.	- The scientific community is working to develop evidence that supports holistic decision-making in Europe. - HOLiFOOD will develop tools and methodologies that takes into account multiple dimensions (environmental, health, economic, food safety) as well as the concerns and values of affected stakeholders. - HOLiFOOD tools will directly support decision-making, to pave the way towards a sustainable and safe food system.

Food industry and Small- and Medium-Sized Enterprises (incl. farmers)	• Inform about emerging and re-emerging risks along the three supply chains and importance of early detection in risk assessment. • Inform and educate about developments related to holistic risk assessment and RBA. • Involve them in the co-creation process via the LLs and consult them on solutions developed under the project.	• Scientific publications (website/partners website/networks). • news, blog posts, project updates on website (partners website/networks). • Press releases and articles or quotes (in specialized media). • Practice abstracts (PAs) for SMEs/farmers (EIP-AGRI website). • Webinars.	• HOLiFOOD will develop methods to detect existing and re-emerging (chemical and biological) risks along the food chain for a safe and sustainable food system. • Focus on three supply chains (legumes, poultry, cereals) allows HOLiFOOD to derive adaptive generic methods that can be applied to the entire food system. • HOLiFOOD output will support the prioritisation of food safety risks, by quantifying healthy and sustainability risks in an integrated way.
Scientific Community (researchers within relevant fields)	• Raise awareness about the scientific-and-policy impact of the project output. • Involve them in the co-creation process via the LLs and consult them on solutions developed under the project.	• Scientific publications (website/partners website/networks) • Training material (Website/conferences/networks) • News, blog posts, project updates on website • Press releases and articles or quotes (specialized media) • Webinars	• HOLiFOOD will identify emerging risks and improve methodology to detect them, map and predict them in the future. • HOLiFOOD will improve the tools and methodologies and data to enable more effective knowledge sharing among the scientific community. • HOLiFOOD will make different dimensions of risk (and benefit) comparable with each other.
Risk assessors	• Encourage adoption of a holistic risk assessment framework that considers public health (safety and nutrition), environment and economy to meet the EGD objectives and SGDs.	• Policy briefs/discussion papers (conferences, website). • Practice guides and abstracts (EIP Agri database, website). • News, blog posts, project updates on website.	• The scientific community is working towards developing evidence that supports holistic risk assessment and improved decision-making. • HOLiFOOD methods take into account multiple dimensions (food safety, health, environment, economic), reflecting the values of stakeholders, to pave the way towards a

	• Increase awareness about emerging and re-emerging risks along the three food chains and early detection practices in risk assessment. • Involve them in the co-creation process via the LLs and consult them on solutions developed under the project.	• Infographics/videos (website/social/networks). • Press releases and articles or quotes (specialized media) • Networks. • Webinars (e.g., for FAO, national risk agencies). • Presentations at meetings of the EFSA Advisory Forum, EREN, and the Heads of Agencies etc.	safe, sustainable and secure food system.
Educators/trainers in the field of risk assessment	• To promote uptake of digital materials (e.g., audio-visual, interactive). • To support the teaching of risk analysis with an inter-and transdisciplinary systems approach. • Involve them in the co-creation process via the LLs and consult them on solutions developed under the project.	• Digital trainings materials co-created by stakeholders in the LLs. • news, blog posts, project updates on website. • Infographics/videos (website/social).	• HOLiFOOD will provide timely knowledge about food risk assessment and improve the tools and methodologies to mitigate food risks to enable a safe and secure food system. • HOLiFOOD output will lead to improved risk assessment, which, in turn will improve decision-making.
Organisations communicating about food safety: consumer associations, civil society and science/risk communicators	• Raise awareness about emerging and re-emerging risks (incl. drivers), health risks benefits, the European food safety system as a whole. • Involve them in the co-creation process via the LLs and consult them on solutions	• News, blog posts, project updates on website (social media/networks/partners website) • Press releases – media targeted. • Popular articles (website/social/partners website)	• Food safety impacts our health and healthy food choices. HOLiFOOD will develop methods promoting a safer and secure food system. • Food safety needs a holistic approach in which safety and health are evaluated together against the environmental and economic impacts to reflect the values of society.

	developed under the project.		Food safety is a prerequisite for a healthy and sustainable diet.
The general public (citizens and consumers exposed to food safety risks, targeted information linked to vulnerable groups within the population, and food sector SMEs.)	- Raise awareness about emerging and re-emerging risks (incl. drivers), health risks benefits, the European food safety system as a whole. - Involve them in the co-creation process via the LLs and consult them on solutions developed under the project.	- Digital communication campaigns (website, social media, events, networks, influencers etc.) - Popular articles (website/social media/partners website/networks)	- Our ability to predict and mitigate emerging risks in the food chain promotes safer and healthier food choices for consumers. - HOLiFOOD aims to improve the scientific and decision-making capacities for identifying emerging food risks, that will ensure a safe and sustainable food system for everyone.
EU Research projects and sister networks	- Plan and enable synergies in research projects. - Exchange knowledge and improve dialogue.	- First year, develop closer links to 3 research projects with a similar scope. - Second year, build new partnerships to another 3 projects that follow the same goals	- HOLiFOOD actively supports cooperation among researchers working in similar fields. - The Sustainable Food Systems Network (SFSN) will connect, inspire and engage stakeholders working to create a safe and sustainable food system by setting up an active and self-sustained network of people exchanging knowledge and resources.

4.3 Sensitive food safety topics in society

4.3.1 Citizens

EU citizens vary enormously in terms of demography, geography, education, values, culture, and economic status, which in turn can affect the perception of food risk. The most recent food safety Eurobarometer (2022) points to two main areas EU citizens are concerned about: pesticide residues in food (40%) and antibiotic, hormone or steroid residues in meat (39%).

HOLiFOOD will ensure a nuanced perspective, taking public perception and individual population characteristics into consideration when communicating the food safety risks and benefits, an area that, due to the dual nature of RBA is susceptible to contention. Additionally, participatory approaches embedded in the project will encourage proactive engagement among citizens in the emerging risk identification process, which serves an important transparency purpose for any future communication.

Related to the three supply chains.

In relation to the three supply chains, a keyword search found that for pulses consumers are mainly interest in questions related to the production process (e.g., how are they grown/made, how are certain products like pasta from lentils made. On the topic of poultry, or chicken (more common vocabulary), it does not seem that consumers are actively seeking for information on the food supply risks or hazards. Safety questions are more often link to preparation at the household level or stage, or production/farming techniques. For maize, it was found that 'corn' is more commonly used, and the interest lies in production or farming techniques, including GMOs.

As the project progresses to identify and predict emerging food risks, a more in-depth analysis on the consumer interest/concerns related to specific hazards and risks will be conducted, which, combined with insights from WP5, will allow for a better understanding of the awareness-raising campaigns (MOTH25) can be tailored according to public perception.

4.3.2 Media

Recently, EU media outlets have been proactive in highlighting food safety concerns related to innovation/technological developments driven by the shift towards sustainable food systems. In one report, sustainable food packaging has been linked to the possible interaction with potentially hazardous chemicals migrating into food (endocrine disruptors), e.g., recycled PET and other plastics (Euractiv 2022⁵). The subject of new genomic techniques (NGTs) has gained significant attention in Europe and it is expected that the Commission will push to deregulate new genomic techniques, after a recent study claimed that NGTs could help achieve climate and environmental objectives (such as the proposed 50% reduction in the use of pesticides by 2030). Meanwhile, the opinion at EU/MS level remains fragmented on specific issues (pesticides, food labelling, animal health and welfare issues etc.) suggesting that a case-by-case approach would be most appropriate to follow for any communication about food safety risks and benefits.

⁵ <https://www.euractiv.com/section/energy-environment/interview/scientist-eu-focus-on-recycled-plastics-raises-food-safety-concerns/>

5. Methods: dissemination and communication tools and activities

The achievement of the objectives of this CDE plan will be ensured by the complementarity of its activities and thanks to the use of different tools and channels aimed at addressing identified stakeholders' needs and expectations. In this chapter, the tools used, and the activities implemented are presented in detail. Each of them will be designed in compliance with the HorizonEurope guidelines to acknowledge the funding received from the EU¹.

In the next paragraphs, each tool or activity is described, indicating the next steps, the partners responsible for the implementation and how the other ones will be involved in them. The tools and activities identified are the following:

1. Brand Identity
2. Website
3. Database
4. Press releases
5. Social Networks
6. Other (traditional) media outlets
7. Sustainable Food Systems Network (SFSN)
8. MOOCs, SPOCs and other e-learning approaches
9. Consumer food safety awareness raising campaigns
10. Networking activities
11. Conferences and events
12. Other C&D activities

5.1. Brand identity

Brand identity is based on the noticeable elements of a brand (for instance trademark colour, logo, name and symbol). It allows the target audiences to identify the brand. Therefore, the logo is one of the key elements of the project's identity, whose main goal is to effectively represent the vision, mission and core-objectives of the HOLiFOOD project. Since the project adopts a co-creative and multi-stakeholder approach in all its activities, the logo and its key elements were also developed by the whole consortium, in a process coordinated by partner EUFIC.

5.1.1 Logo

Before the kick-off of the project, partner EUFIC developed and shared a survey among the partners to gather their opinions on some elements that characterise the design of a logo (messages that it should deliver, preferred shape and colours, etc.). Based on survey results, three options were developed and shared with partners during the Kick-off Meeting (KoM, 3rd held -4 November 2022), including the concept behind each logo and mock-ups showing how they appear on communication materials. After an interactive process, which continued also after the KoM, the logo presented in Figure 1 was selected.



Figure 1– Logo version chosen by partners and its presentation in different colours

Although the logo can be used in 4 different colour versions, the first one – that will be the common one – is in orange.

The **chosen logo** aims to represent the following ideas (which are all aims of the project):

- Developing new, validated methods and devices for the identification and characterisation of existing and (re-)emerging hazards in 3 supply chains: cereals, legumes and poultry;
- Improving the integrated food safety risk analysis (RA) framework in Europe;
- Strive towards secure, efficient and truly sustainable food production;
- Apply a system approach, with a holistic overview that takes the whole environment into account in which food is being produced, including economic, environmental, and social aspects.

Those **aims and values are represented in different ways** through a logo that aims to be contemporary and dynamic yet showcasing integrity.

- The arrow represents the strong push towards the future; the endpoints of the arrow symbolise the three supply chains: cereals, legumes, and poultry. The arrow brings them together and takes a holistic overview of the food production process;
- The almost completely connected words are separated by a gap that symbolises the project's aim of improving the 'gaps' in the established system;
- The rectangular shape that the letters and icon make up display integrity and stability;
- The colours are cleverly chosen to represent: the cereals (yellow), green (legumes) and pink (poultry) that support the main orange colour, which stands for the assurance for a positive future and good health;
- This design solution portrays HOLiFOOD as a holistic, innovative, and multidisciplinary project, that makes an instant impression.

5.1.2 Brand manual

After the finalisation of the logo, EUFIC created a brand manual to guide partners and external users (i.e., web developers) in the correct use of the logo and its elements. The document is available to all partners on the internal project's Teams channel, and it shows the different versions of the logo to be used, the specific font, colours and dimensions, as well as examples of logo applications on various materials. In addition, it reports the acknowledgement of the European funding, in line with the guidelines provided by the European Commission (EC)³. The full version of the document is available here.

5.2. Website

The website is the **entry point and the primary information source of the HOLiFOOD project**, informing about its scopes, activities, partners, publications, news, events, and results, and it will be connected to the project's channels and media (i.e., Sustainable Food Systems Network and

social media). EUFIC coordinates the website creation process, taking care of the WP leaders' needs and requirements (i.e., the Hub of Living Labs, the interactive map of funders, etc.), and is responsible for the technicalities, including the selection of a supplier for the website technical development.

As a first step, EUFIC, after consulting various project partners, defined the first structure for the website, intending to collect quotations from potential suppliers. In November and December 2022, quotes were asked from five companies and, on the 21st December, **Food Hub srl** was chosen as the HOLiFOOD website provider, considering the economic offer, the technical offer and their experience in delivering a digital platform for online training courses and MOOCs (not included in the price, but potentially developable upon partners' request). The website is expected to be launched by end of March/beginning of April 2023, using the domain <https://holifoodproject.eu/>, bought by EUFIC.

According to the contract, the website will be developed by Food Hub srl using WordPress as CMS (Content Management Systems), preferred to the customised ones because of its open-source nature. The HOLiFOOD website will be hosted on the EUFIC servers, that are based in the EU. According to the contract signed with Food Hub srl, the technical support of the website will run until September 2026. Yet, the website will be maintained alive for 3 years after the end of the project (until September 2029). During this entire period, the company will update the installed plug-ins, monitor the security and maintain the Secure Sockets Layer (SSL) certificate, thus allowing to users to browse the website without any issue.

The website content will be prepared with the contribution of all HOLiFOOD partners, but EUFIC is responsible for the last fine-tuning of the texts provided and for their uploading on the website.

Even if the design and framework of the website will be finalised after the publication of this document, in the next paragraphs the website structure is described, acknowledging that it could be slightly changed due to the delivery of the Communication and Dissemination Plan (D7.2) and new ideas developed during the next stages of the website design (also considering suggestions coming from developers for increasing the users' experience). Except for the 'homepage', the paragraphs presented correspond to pages to be included in the top navigation bar of the website, that, in case of subpages, can have menu lists to be shown to users when they are selected.

5.2.1 Homepage

It represents the entry point of the website, containing simple and attractive messages for the identified target audiences to engage them in the project activities. Designed to guarantee users' accessibility and in line with the visibility standards, it will:

- connect the users to the other website resources, tools and sections;
- Briefly show the latest project's news and next events;
- Re-address the users to other project's channels (the SFSN and the Twitter account);
- Show HOLiFOOD main contacts (coordinators and EUFIC team involved in dissemination and communication activities, ;
- Inform the user about the cookies policy (giving them the possibility to choose the options in compliance with the current legislation) and know more about the privacy policy (prepared by UNIVIE);
- Acknowledge the EC funding.

5.2.2 About

This section provides the main information on the project, showing the fundamental information about HOLiFOOD (project overview, goals and approach), including the work areas of the project and external links dedicated to 3 supply chains covered by HOLiFOOD.

5.2.3 Partners

This section of the website will display:

- Members of the consortium, with a logo and brief description of each partner (including their role in the project) and other information (i.e., partner website, contacts);
- Advisory Board members, including short bio, their entity and any other information they would agree to share (i.e., picture).

5.2.4 News and events

In these sections, all the news and upcoming events interesting for all the defined target audiences are shown in detail, including information on both the past and upcoming events. This page is connected to the preview available on the HOLiFOOD homepage.

5.2.5 Results

This section will include:

- Collection and references to the scientific publications delivered by the project;
- Collection of the project results, public deliverables, factsheets, infographics, communication materials, and any other resource produced by HOLiFOOD to be shared with target audiences. Each resource available could be downloaded by users.

5.2.6 Engagement

This section will be dedicated to the activities in which external stakeholders will be engaged, belonging to the target audiences defined by the Communication and Dissemination Plan. In this page, a general description of the purpose of the engagement will be provided, as well as the three main activities (presented below): each activity is introduced by a short text and, after clicking, the user will be readdressed to another page with more information about them. The engagement activities are the following:

- **Training:** it will contain information on the HOLiFOOD training opportunities (explaining who the main target audiences are, the benefits for them and how they can access to the programme), materials and training modules (including MOOCs). This part will be developed more in detail according to the activities and decisions taken under the T7.3.
- **Living Lab:** it presents the Living Labs to be created by the HOLiFOOD project, highlighting their scopes, the stakeholders involved in and information about pilots conducted by each of them and the results obtained. It will be developed in collaboration with the WP4 and in line with their needs.
- **Citizen Science:** it will present the main actions carried out by the project on citizen science, explaining why and how citizens can contribute to HOLiFOOD activities. It will be designed in collaboration with the WP5, considering partners' needs and expectations.

5.2.7 Glossary

The purpose of this section of the website is to make content-specific words easily accessible to the reader, including those who are not familiar with the topic. In the case of HOLiFOOD, a drop-

down glossary will display both the term and its definition, focusing on the specific food safety and emerging risk terminology.

5.2.8 Other website elements

The website will show the cookies preferences to the users making the first access. Moreover, it will use widgets and banners to connect users to the [@SciFoodHealth](#) Twitter and LinkedIn accounts (to be used by HOLiFOOD as communication channel on social media) and to the [Sustainable Food Systems Network](#). Other widget and tools (i.e., the LinkedIn social bar) will be installed by website developers in accordance with the strategy defined in the Communication and Dissemination Plan (D7.2). Finally, EUFIC will use Matomo as an analytic tool to track the traffic on the website (in line with the GDPR prescriptions), to calculate the outreach.

5.3. Press Release

Press releases are being developed to raise awareness and inform the media about the project's main activities and results. Thanks to this tool, a larger number of stakeholders are expected to be reached. Press releases (at the national and European levels) can target both generic and specialised media, according to the main content of it. In any case, the press release targeting generic media and the large public will be developed avoiding scientific jargon; differently from the one targeting specialised media.

EUFIC is responsible for the development of the first draft in English of each press release, which is then shared with the coordinator and other relevant partners (i.e., the WP responsible for the activities presented in the press release). When ready, the press release will be sent by EUFIC to journalists selected according to their relevance to the topic; moreover, the document will be shared with all partners on the Teams channel, inviting them to send it to their contacts through their press offices (also, in case, translating the press release in their language). Press releases will be made available and downloadable on the project website and promoted on the SFSN.

5.4. Social networks

Social networks represent a way to communicate the project's activities and involve specific targets in HOLiFOOD activities. They will be used to inform stakeholders about project activities and results, to increase understanding of the complexity of food systems and the transition towards sustainable ones, to stimulate systemic change with a common language, and to actively engage the identified target groups in the activities foreseen by the project, among others. Having in mind these scopes, the project's target audiences and the messages to be conveyed, partners have identified Twitter and LinkedIn as the best social networks to post regular messages about the achievements and progress of the project, to engage stakeholders from selected target audiences in HOLiFOOD activities, increase the food safety dialogues, promote project reports and events, etc.

However, considering the short lifetime of the project, the effort needed to create a good base of followers and the results available, project partners decided to not open a HOLiFOOD account, but to use the EUFIC's @SciFoodHealth ones, counting >27, 000 followers in total. EUFIC will be responsible for the messages and posts, and it will then tag the partners, selecting the ones more relevant for each post. From their side, project partners guarantee strong support in retweeting and writing new posts inspired by the one published on the @SciFoodHealth account. However, it is up to the partners to promote the project also through their social networks (i.e., LinkedIn, Facebook, Twitter, etc.), choosing the most appropriate one according to the message and the target to be reached. Also, in this case, EUFIC will act as a *frontrunner*: it will prepare and publish

posts on other social networks tagging the partners' accounts, that are asked to repost and give visibility to it. Moreover, EUFIC will prepare some guidelines for all partners on how to use properly LinkedIn to share content related to HOLiFOOD. To effectively implement this process, EUFIC has collected all partners' social network accounts through a survey distributed after the kick-off meeting.

Benefitting from the already consolidated social media accounts from EUFIC and other partner organisations, HOLiFOOD will promote communication activities, and introduce the growing platform focused on SFS: the Sustainable Food System Network (SFSN). All social media posts will always include: a) the hashtag of the project (#HOLiFOODproject) to facilitate the search for information on the project and see all the activities related to it; b) the project website), and c) the link to the SFSN platform inviting them to exchange their opinions and connect with other interested actors.

5.5. Other (traditional) media outlets

In addition to social media networks, for specific activities, HOLiFOOD will use traditional media outlets (e.g., newspapers, TV, radio) to reach a wider audience and further promote the benefits that the project intends to have for society.

EUFIC will be in charge of identifying opportunities, tailoring the communication or dissemination activities (e.g., selecting which type of communication is best suited to the type of media outlet, the region and target group) and contacting, with the support of all partners, journalists and other communication experts working in relevant areas at a national and European level.

5.6. Sustainable Food Systems Network (SFSN)

The [Sustainable Food Systems Network \(SFSN\)](#) is an online community dedicated to people interested in sharing knowledge, building new partnerships and collaborations, being informed on the latest news, and finding opportunities in the FS. Launched in 2020 by the FIT4FOOD2030 project, managed and animated by EUFIC, the community is constantly growing and currently counts >1.500 members, representing policy makers, entrepreneurs, researchers, NGO representatives, citizens, students, and others actively engaged in Sustainable Food Systems (SFS). The network's platform allows for both breaking silos between SFS fields, through the general feed, and offering spaces for more specialized discussions through thematic groups. Currently, one is active on the microbiome, run by the cluster of projects "Microbiome4Life", and a second one is expected to launch very soon on engaging citizens in the FS transformation (which will be run by CLEVERFOOD project). The platform also has dedicated sections to:

- Facilitate the exchange of knowledge about FS, called 'Results';
- Promote events and invite other users to join them;
- Opportunities for a wide range of collaborations (job offers, mentorship, internships, etc.).

Each member of the community can publish posts (such as a social network), upload items in the Results section, launch surveys, quizzes, polls, and promote opportunities, among others.

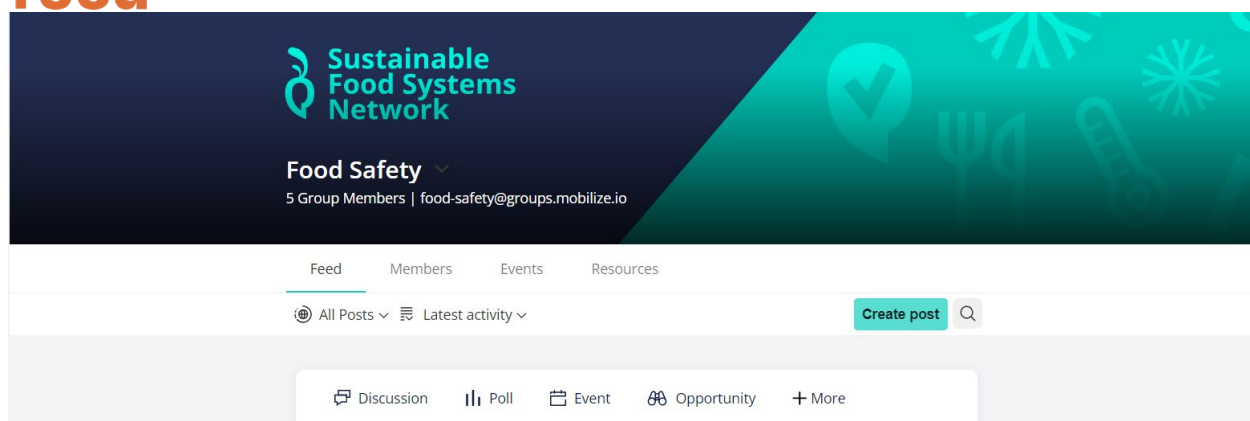


Figure 2 – Screenshot of the Food Safety subgroup of the SFSN

Given its characteristics, the SFSN community serves as an ideal channel to connect and engage with specific stakeholders for the HOLiFOOD activities, and the wider community interested in the topic. HOLiFOOD partners are called to be as interactive as possible in the SFSN, by posting on regular basis. The posts can include their personal views on topics related to Food systems, but also information about the project, its progression, publishing results, and news, promoting events and other communication campaigns, and launching consultations/polls, among others. When posting information about the project, partners will be asked to include the hashtag of the project in the post (#HOLiFOOD). The SFSN also has the advantage of being able to be used as a repository, which is particularly useful for the exploitation of important outputs of the projects even after the project ends. As previously mentioned, the platform allows you to create events, which will be automatically sent to the whole community via email, allowing them to see and accept (or deny) the invitations to events and webinars in their calendars. This proactive feature allows us to keep the community updated without investing any additional effort or time.

In the case of HOLiFOOD, the platform presents itself as the perfect way to find, understand the interest and interact with our target audiences. A subgroup dedicated to 'food safety' was additionally created (Figure 2) to enhance the collaboration with other projects (e.g., FoodSafeR, TITAN, FoodSafety4EU, DRG4FOOD, FOODITY) and to create synergies. The expected launch date of this subgroup is April/May 2023, where, the focus in the initial stages will be on identifying and engaging relevant stakeholders and projects interested in food safety within the SFSN and beyond.

5.7. Massive Open Online Courses (MOOCs), Small Private Online Courses (SPOCs) and other e-learning approaches

Contributing to the production of digital education and training materials (e.g., audio-visual, interactive) to support existing food safety analysis teaching with an inter- and transdisciplinary systems approach, partner EUFIC will support partner WU in the creation of e-learning approaches that will be embedded in the HOLiFOOD website.

5.8. Consumer food safety awareness raising campaigns

Using outputs and insights from the other tasks, living labs and WP6, digital communication campaigns aimed at raising consumer awareness of emerging food safety issues will be designed and carried out, with a focus on vulnerable groups identified in Task 5.1. EUFIC will identify

Influencers or dissemination multipliers in the field of food safety (e.g., chefs, bloggers, medical professionals) and will engage them to increase outreach to the public. Project partners will co-create content together with the selected influencers, who will post on their social media channels (e.g., Instagram, Facebook) and on the SFSN platform. More details will be found in the future updated version of the CDE plan.

5.9. Networking and collaboration activities

Led by EUFIC, and supported by DIA, the HOLiFOOD consortium will draw upon the existing wide stakeholder network, and perform a scanning of all relevant projects, programmes, and initiatives with the aim of developing and implementing a plan for cooperation with those actors. Joint C&D activities will be planned together with key actors identified in this task to strengthen HOLiFOOD's visibility, reach, and to promote the uptake of the tools developed in other WPs.

Collaboration with other projects, especially FoodSafeR, will ensure alignment and the regular exchange of best practices to maximise the impact of the project. In addition, implemented, among others, will be joint communication material, awareness-raising campaigns, webinars and other collaboration projects, allowing us to exploit synergies by teaming up with the other project funded under this topic. In addition, project coordinators are expected to meet regularly (at least 2 times per year) to explore how data and methods can be shared.

5.10. Conferences and events

During the entire project life, partners will participate in events and conferences with different aims according to the audience participating in them. A list of all relevant events, fairs and conferences was drafted by all HOLiFOOD partners and shared among partners via the Teams channel. This list will include both international/European and national events (Annex 5), such as:

- International/European events: ISEKI Food Conferences, EFFoST Int. Conference, GFSI Conference, IAFP Europe/USA Food Safety Symposia, FoodMicro, ICPMF Conference, FIRST Annual meeting, ILSI Europe Annual Symposium, Food Safety Europe, MoniQA Annual Conference, Food Integrity Conference, etc.
- National events: Max-Rubner-Institut annual conferences and symposia (DE), Deutscher Lebensmitteltag (DE), Deutsche Gesellschaft Ernährung annual events (DE)

Partner Dialogik is in charge for coordinating the part for promoting participation on conferences and workshops, on national and international level, in close cooperation with all HOLiFOOD partners.

5.11. Other communication and dissemination materials

Other informative materials (e.g., cards to be promoted on social media, save the date posters, gadgets, roll-ups, etc.) will be realised to increase HOLiFOOD visibility, promote project results and engage target audiences. They will be developed on request and according to the needs of the WP leaders and WP Deputy leaders. Content will be provided by project partners and presented in an attractive graphic layout produced by partner EUFIC.

6. Timeline of activities

Table 2: Communication, dissemination and exploitation activities in year 1 (2022-2023)

Month	Communication, dissemination & exploitation activities				Meetings
Oct (M1)					
Nov (M2)				ISEKI-E-Conference Innovation Food, participation	Kick-off meeting in Wageningen (3-4/11/22)
Dec (M3)	Visual identity and communication package (templates, initial website and selection of a supplier) (D.1)				
Jan (M4)	HOLiFOOD Dissemination, Exploitation and Communication Plan (D7.2)	Website development and content preparation	1st Press release	Reporting schemes for all partners to report C&D activities	Co-creation workshop to define key elements of DEC plan (11/01/23)
Feb (M5)					
Mar (M6)		Launch of the website			
Apr (M7)					
May (M8)					
Jun (M9)					
Jul (M10)		Proposal for food safety subgroup for the SFSN to be shared with partners			
Aug (M11)	Holiday time, limited activities				
Sep (M12)	M27. Communication plan update: Updated version of D7.2 circulated to consortium available on			Oral presentation at an international conference, plus poster if possible	

	(internal) project website				
Oct (M13)		At least 6+ news items and blog posts on the website			Annual meeting
Nov (M14)				Oral presentation at an international conference, plus poster if possible	
Dec (M15)			2nd Press release		

Table 3: Communication, dissemination and exploitation activities in year 2, 3, and 4 (2024, 2025, and 2026), simplified overview

Timing	Communication, dissemination & exploitation activities					Meetings
Y2	Education and training materials (draft versions)	From M25: production of consumer food safety awareness campaigns	At least 6+ news items and blog posts on the website per year	3 rd Press release	Webinars, conferences, workshops, policy briefs, practice abstracts, scientific publications etc.	Annual meeting
Y3	D7.6 Education and training materials			4 th / 5 th Press release		Annual meeting
Y4	D7.7 Report on consumer food safety awareness raising campaigns			6 th Press release		Annual meeting

7. Key Performance Indicators (KPIs)

A set of Key Performance Indicators (KPIs) was set up to assess the implementation of the CDE plan every 12 months. In addition to the evaluation, KPIs will enable partners to correct and re-address the strategy, considering also new emerging needs, external factors affecting the project and experience gained by the HOLiFOOD consortium in implementing foreseen activities. KPIs are set up based on ones in the Grant Agreement, added with new in the first months of the project (Table 4).

Table 4: Key Performance Indicators

Tools, channel activities	Metrics method	Expected results
Project website and visual identity	Number of visits, content shared and appreciated (by the end of the project)	- Visitors: at least 50,000 visitors (unique pageviews) - News items: at least 6 per year - Blog posts: at least 6 per year
Press releases	Number of journalists contacted and downloads	- Number of journalists contacted (direct email): >50 in total - Downloads from the website: >50
Social Networks	Number of posts, Impressions, user acquisition	- At least 90 social media messages posted on @SciFoodHealth with an average total reach of >70,000 impressions 10% user acquisition (for website) coming from social networks
Other media	Number of experts contacted	At least 30 journalists/communication experts contacted
SFSN	Number of posts and interactions	At least 30 posts written by HOLiFOOD At least 1,000 interactions with the posts At least 30 news items integrated in the SFSN newsletters (of the food safety subgroup)
Webinars/users workshops	Numbers of webinars and views per webinar	- Number of webinars: 6 - Number of views for each webinar: at least 100
Scientific publications	Number of scientific publications published, submitted or in draft by project end	At least 30 publications (published, submitted, or drafted)
Project presentations	Number of presentations during the project	At least 40 presentations of the project made by partners
Conferences and events	Number of partners attending International and European events	At least 70 events attended by partners
Networks	Number of total networks	>30 networks

Practice guides and abstracts	Number of total abstracts uploaded to the EIPAGRI project database	• >30 practice abstracts uploaded
Policy briefs/discussion papers	Number of policy briefs produced & disseminated	• 4 policy briefs sent to 30 relevant policy makers each
Training and educational materials	Number of pieces of educational material produced and used by European food safety educational courses	• 6 pieces of educational material produced, uptake by 3+ European food safety educational courses.

8. Exploitation pathway

8.1 Summary of Activities and Reporting Plan

In order to ensure the long-term sustainability and commercialisation of the HOLiFOOD project, the HOLiFOOD consortium will develop a comprehensive exploitation path analysis (D7.4, D7.9) and market research plan (D7.8). Our exploitation pathways will identify and target EU organisations specialising in risk mitigation and management software, as well as public sector authorities and agencies, to engage them as users of the HOLiFOOD infrastructure and decision support tools. This is expected to be achieved by conducting focused market research (D7.8), which will identify the organisations to target and engage.

Additionally, the task will establish a data and technology governance mechanism and set up an appropriate entity to operate and maintain the HOLiFOOD infrastructure and decision support tools. This will contribute to the overall management and maintenance of the project's outputs, which will be essential to its long-term viability. This task will build on the existing governance structure and best practices learned from the FSM data and technology ecosystem, which will provide a strong foundation for the project's long-term sustainability.

To foster the growth of the HOLiFOOD ecosystem, a community engagement and partnership development strategy will be designed, executed, and monitored. This will involve building relationships with stakeholders, engaging users and developing a sustainable ecosystem. The aim of this strategy is to create a network of users and collaborators who can contribute to the growth and success of the project.

The results of these activities, which will be presented in D7.4 (M18) and D7.9 (M48), will contribute to the long-term success of the HOLiFOOD project. By engaging users, fostering partnerships and developing a sustainable ecosystem, the task aims to ensure the successful exploitation and commercialisation of the HOLiFOOD project's outputs.

8.2 Potential Exploitable Assets

A comprehensive list of exploitable assets developed within HOLiFOOD will be compiled and reported in D7.4 and revised near the end of the project in D7.9. At this stage, we have already some potential exploitable assets as follows:

- Risk prediction models and algorithms: These include WR, AGROKNOW, CREME, BfR, and UVMB models, which can be shared via open software licenses or protected as proprietary knowledge of corresponding partners. Potential stakeholders for these assets include ICT and software providers, large food companies with in-house data science teams and research organisations and departments. Exploitation paths for these assets include subscription-based access to prediction dashboards in selected software tools, subscription-based access to APIs delivering predictions as a service, and open-source models and implementations available for research and experimentation purposes.
- An extended, harmonized data harvesting and linking service: This involves a service that will deploy a new data harvesting workflow that will be generalised for multiple

typologies of data assets that will be identified within HOLiFOOD and be brought upon request to a desired, machine-readable format, ready to be infused into any system and context. Potential stakeholders for these assets include ICT and software providers, large food companies with in-house data science teams, and research organizations and departments. Exploitation paths for these assets include subscription-based access to the service.

- New decision support software tools powered by novel data sources and prediction models: By putting in place a backbone of HOLiFOOD services and components that can be customised to serve the needs of multiple food risk mitigation decisions, HOLiFOOD can develop a number of decision support systems to showcase how interoperable data sharing and discovery can take place across software applications and services. This will significantly enhance the data coverage and predictive capabilities of a number of existing software tools that are used for food risk monitoring, assessment, management and prevention. Potential stakeholders for these assets include ICT and software providers, large food companies with in-house data science teams and research organisations and departments. Exploitation paths for these assets include subscription-based access to the service.

8.3 Targeted Audiences for Exploitation

The targeted audiences for exploitation will be identified through comprehensive market research that will be reported in D7.8. The most appropriate exploitation pathways will also be explored and reported in the same deliverable. An initial list of potential target audiences for exploitation of the exploitable HOLiFOOD assets may include the following:

- Administration (European, national and regional levels): This includes policy makers, food safety authorities, municipalities and inspection/control bodies. These stakeholders play a crucial role in shaping food safety policies and regulations, and the dissemination of HOLiFOOD's results to them will help improve the overall food safety risk analysis framework in Europe.
- Food industries: This group includes farmers, farmers' associations, food producers, food distributors, local food system actors (e.g., local cooperatives) and trade associations of those groups. Special attention will be paid to SMEs as they often lack the resources to keep up with emerging risks.
- Risk assessors and risk managers: These stakeholders are responsible for assessing and managing food safety risks. The exploitation of HOLiFOOD's results from this group will help them make more informed decisions and improve the overall accuracy of their risk assessments.
- Food safety certification bodies: Certification bodies may be interested in the HOLiFOOD solutions in order to improve the overall quality and accuracy of food safety certifications.
- Food safety consultants: Food safety consultants may be interested in the HOLiFOOD solutions in order to improve the quality of their services and increase their competitiveness in the market.
- Research and development departments of food industries: Food industry representatives may be interested in the HOLiFOOD solutions in order to improve their products and processes and stay ahead of emerging food safety risks.

9. Operational processes for communication and dissemination, and exploitation

9.1. Roles and responsibilities

All HOLiFOOD partners will be actively involved in the implementation of the communication, dissemination and exploitation activities, as defined by this plan. EUFIC, DIALOGIK, AGROKNOW and WR will coordinate their implementation and partners' effort. However, it is expected that all project partners will support implementation of the following activities:

- Implementing communication, dissemination and exploitation activities within the networks they manage or belong to, in their own countries and at the European level;
- Participating in a coordinated way at conferences, workshops, events, etc. to promote the project and its outcomes;
- Publishing scientific articles and providing content for articles targeting the large public;
- Supplying events, news and updates for the web portal, as well as for other tools specifically identified;
- Requesting support for communication and dissemination materials (flyers, save the date for events, factsheets, etc.) proactively and on time;
- Supporting the stakeholder engagement needed for the Living Labs and the Citizen Science activities;
- Supporting the awareness-raising campaigns relaunching posts through their social media and communication offices;
- Contributing to the definition of the educational and training materials;
- Keeping track of all activities implemented, aimed to show the consortium outreach and address the expected outcomes and impacts planned.

To guarantee the involvement of all beneficiaries, a management structure was created, as well as reporting procedures and tools.

Partners EUFIC, DIALOGIK, AGROKNOW and WR will meet at least every two months, to discuss the implementation of the dissemination, communication and exploitation activities. Every three months, a meeting with all the WP leaders will be organised, to align the implementation of the provision of this plan, the stakeholder engagement activities, the support requested to the HOLiFOOD Communication Team in terms of materials needed and promotional campaigns of specific task, etc. Partners EUFIC and DIALOGIK will be responsible for the organisation of the meetings (selecting a date and timeslot, sending the agenda and the link for connecting, taking notes, preparing minutes, etc.), with the support of AGROKNOW and WR. WP leaders are asked to confirm their participation, and they are invited to enrich the agenda by proposing points to be discussed. Moreover, they can invite other partners involved in their WP to join the meeting, if relevant to the agenda and if this will support more efficient implementation of activities.

In addition to this and when relevant, partners EUFIC and DIALOGIK can contact partners on an ad hoc basis, according to the purpose, i.e., to update on outstanding results or activities, ask for support in the promotion of specific campaigns, request information needed for the implementation of the provisions contained in this plan, etc. To ease the process, EUFIC already

asked all partners to provide the contacts of the people working in their press offices (available in Team Channel, on a dedicated page), to be engaged only when necessary.

9.2 Reporting activities

All HOLiFOOD partners are required to keep track of their communication, dissemination and exploitation activities, with a twofold aim:

- Monitor the activities implemented through the KPIs (and provide a timely assessment of the provisions contained in this plan);
- Tracking the outreach and assessing the achievement of the expected outcomes and impacts.

Partners EUFIC and DIALOGIK will prepare a reporting scheme, available to everyone on the project's Teams channel. This will allow all partners to continuously report about the activities performed and the results reached. The structure and the instructions on how to use it will be presented to all partners. In principle, HOLiFOOD beneficiaries should enter data in the reporting scheme as soon as they implement an activity. DIALOGIK will monitor the process, and, in any case, it will contact all partners reminding them of their duties:

- Every 4 months, to have a general overview and up-to-date information ready for the PMT meetings;
- Before every annual meeting, to discuss possible fine-tuning of the strategy in a dedicated session;
- For the reporting period fixed by the EC, to update data to the preparation of the technical report;
- By MONTH 24 and MONTH 48, when an updated version of this plan and the final report on activities performed must be delivered.

9.3 Revision of the plan

This document will be officially revised and updated twice by partner DIALOGIK:

- By month 18, when the overall strategy will be reviewed in line with the results achieved and the comments collected from the EC reviewers, and being prepared for the last part of the project;
- Again, in month 24;
- By month 48, at the end of the project, when the results of the communication and dissemination activities will be reported, and a final version of the exploitation strategy will be presented, identifying a detailed trajectory to achieve the expected outcomes and impacts.

Partners EUFIC and DIALOGIK will assess the strategy every year (before the project annual meeting), to be sure that issues and blockers for the achievement of the planned objectives and activities are spotted and managed properly in time.

Indeed, DIALOGIK will ask partners to ensure that they have updated the activities performed in the reporting scheme, to present and discuss results achieved (as well as the lessons learned and the challenges met) during a dedicated session in the annual meeting, where possible actions to fine-tune the plan will be identified. Moreover, in the same context, partners EUFIC, DIALOGIK, AGROKNOW and WR, with the contribution of all partners, will define the actions for the following year, updating the timelines contained in this plan.

10. Conclusion and next steps

This document presents the dissemination, exploitation and communication strategy and activities designed by the HOLiFOOD project to reach project objectives and achieve maximal impact, having in mind the target audiences' needs and expectations. It includes an overview of the main tools and channels that have been identified to implement the planned actions, including the WP partners responsible for each of them. Finally, the plan defines a management structure to guarantee the efficient implementation, tracking and assessment of the activities.

The initial three months of the HOLiFOOD project were aimed at the development of this plan, the messages and approach for reaching individual target audiences, and identification of the KERs, etc.). A co-creation workshop was organised in January 2023, which allowed consortium partners to actively contribute to the overall strategy for engaging and prioritising target audiences at different stages of the project. The foreseeable months will work to translate the content in this document into practice.

An evaluation in month 12, led by partner DIA, ensures that any necessary fine-tuning is performed by the next annual meeting - where a detailed plan for the second year of the project will be presented and endorsed. In addition, next year, the plan will have an additional overview of relevant social media for consumer awareness raising (in the course of task 7.4) and provide more extensive guidelines on how partners can utilise the Sustainable Food Systems Network (SFSN) for their liaison activities and the networking with related projects, as part of task 7.5.

Annex 1: Glossary of terms (project vocabulary)

Terms	Definitions
Emerging risk	According to EFSA: “an emerging risk to human, animal and/or plant health is understood as a risk resulting from a newly identified hazard to which a significant exposure may occur or from an unexpected new or increased significant exposure and/or susceptibility to a known hazard.
Assessment of an emerging risk	Characterized by the early detection of facts related to that risk derived either from research and/or from monitoring programs or episodic observations. The evidence supporting the identification of an emerging risk should preferably be in the form of an “indicator” (e.g., measurement and/or observation) and of a trend over time or space. Ideally, an “indicator”, should be reliable, sensitive, quantifiable and should provide the information on the nature of the hazard (agent/process involved)”.
Holistic risk assessment	An approach to risk assessment which is embedded in a comprehensive cost-benefit analysis of the food system, including positive and negative health, environment and economic dimensions.
Risk-benefit Assessment (RBA)	Risk-benefit assessment (RBA) of foods, a relatively new methodology for decision support, integrates nutrition, toxicology, microbiology, chemistry and human epidemiology for a comprehensive health impact assessment. By integrating health risks and benefits related to food consumption, RBA facilitates science-based decision-making in food-related areas and the development of policies and consumer advice.
Indicator	Measurement and/or observation (with a unit) directly or indirectly related to the presence of a hazard. Ideally, an “indicator”, should be reliable, sensitive, quantifiable and should provide the information on the nature of the hazard (agent/process involved)”.
Multi-Actor Approach (MAA)	Research must focus on real problems or opportunities which end-users (in this case within the food sector) need a solution to, which will require active engagement and collaboration.
Living lab (LLs)	Living Labs (LLs) are defined as user-centred, open innovation ecosystems based on systematic user co-creation approach, integrating research and innovation processes in arenas where both open innovation and user innovation processes can be studied. Thus, LLs operate as intermediaries among the so-called quadruple Helix (Civil society, Public Administration, Business and Research & Education) for joint value co-creation or validation to scale up innovation and businesses. LLs act as ‘brokers’ between citizens and organizations (academia, local government, private companies etc.), ensuring that each participant is able to contribute its knowledge and experience.
Citizen science	Active public involvement in scientific research. It may involve codeveloping objectives, collecting and analysing data, or translating the results into policy or actions.

Annex 2: Inventory of project partners' communication tools & channels

Partner	Twitter	Facebook	LinkedIn	Instagram
The European Food Information Council (EUFIC)	@EUFIC	EUFIC	The European Food Information Council	@eufic
Stichting Wageningen Research (WR)	@WUR	Wageningen University & Research	Wageningen University & Research	@uniwageningen
Creme global (Creme)	@cremeglobal	N/A	Creme Global	N/A
Dialogik Gemeinnützige Gesellschaft Für Kommunikations Und Kooperationsforschung MBH (DIA)	N/A	N/A	Link via professional account of scientific staff	Link via professional account of staff
Newcastle University (UNEW)	@uniofnewcastle	@newcastleuni	Newcastle University	@newcastleuni
Institute for Global Food Security, School of Biological Sciences, Queen's University Belfast (IGFS, QUB)	@QUBIGFS @QUBbiosciences	QUBIGFS QUBBiologicalSciences	Institute for Global Food Security	N/A
Consiglio Nazionale delle Ricerche (CNR-ISPRA)	N/A	Istituto di Scienze delle Produzioni Alimentari CNR	N/A	N/A
Agenzia per la Promozione della Ricerca Europea (APRE)	@apre_it	APRE - Agenzia per la Promozione della Ricerca Europea	APRE - Agenzia per la Promozione della Ricerca Europea	N/A
OnePlanet Research Center	@OnePlanet_RC	N/A	OnePlanet Research Center	N/A
Wageningen Food Safety Research (WFSR)	@WUR	N/A	N/A	N/A
Food Safety and Microbiology INRAE Oniris research unit (SECALIM)	@INRAE_Secalim	@INRAESecalim	Secalim	@inrae_secalim
Allatorvostudományi Egyetem (UVMB)	N/A	@UnivetHU	University of Veterinary Medicine Budapest	@univet_budapest
Danmarks Tekniske Universitet (DTU Food)	@foodDTUdk	N/A	DTU National Food Institute	@dtudk
Bundesinstitut für Risikobewertung (BfR)	@bfrde @bfren	N/A	Bundesinstitut für Risikobewertung	@bfrde

AGROKNOW (AGROKNOW)	IKE	@Agroknow	Agroknow	Agroknow	@Agroknow
Agence Nationale de la Sécurité Sanitaire de l'Alimentation, de l'Environnement et du Travail (ANSES)		@Anses_fr	Anses - Agence nationale de sécurité sanitaire	French Agency for Food, Environmental and Occupational Health & Safety (ANSES)	N/A
Stichting Imec Nederland (IMEC-NL)		@imec_int	imec	imec	@imec_int
Department of Innovation and Digitalisation in Law, University of Vienna (UNIVIE)		@idunivienna	Departement of Innovation and Digitalisation in Law	Departement of Innovation and Digitalisation in Law	idunivienna

Annex 3: European and international networks

Organisation	Description
European	
EFSA Emerging Risk Network (EREN)	The Emerging Risk Exchange Network facilitates the exchange of information, expertise and the coordination of activities among MSs and observers. Furthermore, it builds support and commitment of MSs and observers to the emerging risks identification activities of EFSA and EREN members.
EFSA Advisory Forum	EFSA's Advisory Forum comprises representatives of the national food safety authorities of the EU Member States, Iceland and Norway. Each national authority is responsible for risk assessment of the food chain at national level although the exact roles may vary by country.
EFSA Communication Expert Network	The Communications Experts Network is one of EFSA's scientific networks. The communication departments of the national food safety agencies and EFSA work together to share best practices on communicating risks in the food chain and to promote coherence of messages across the EU. The network plays a particularly important role during food-related emergencies, co-ordinating the sharing of information among Member States so that they give consistent advice to consumers and the affected.
Heads of European Food Safety Agencies	The Heads of Food Safety Agencies (HoA) represents governmental bodies in Europe responsible for food safety risk management. In some countries more than one organisation can be responsible for the different aspects of the safety in the food chain. While in other countries the central competent authority for food safety may be responsible for related safety domains as well, such as plant health or product safety.
FoodSafety4EU Community Platform	The EU-funded FOODSAFETY4EU project will design, develop and release a multi-stakeholder platform for the future European Food Safety System (FSS). The platform aims to establish a network of FSS actors at national, European and international level that will enable access resources and data and exchange of information and knowledge.
MycoTWIN	The EU-funded MycoTWIN project will strengthen effective and sustainable mycotoxin management for minimising contamination in crops by exchange of knowledge and new pre- and post-harvest measures, supporting the entire value chain, from the planning of the cropping system to crop cultivation, harvest, storage, transport, processing and consumption.
Mycokey Network	The EU-funded Mycokey project aims to deliver in 2019 the first integrated ICT based solutions to address mycotoxin contamination along the food and feed chain, by using a holistic and sustainable approach.
Big Data Value Association (BDVA)	The Big Data Value Association (BDVA) is an industry-led international non-profit association composed of 200 members all over Europe, including large, small and medium-sized industries as well as research and user organisations.

European Sociological Association	The European Sociological Association is an academic association of European sociologists with over 2800 members. It is a member of the Initiative for Science in Europe and the International Sociological Association.
International	
FAO/WHO Codex Alimentarius Committee CCMAS/CCFH	General subject committees develop General Standards, Guidelines and Codes of Practice which are applied transversely to all products and product categories. These texts deal with hygienic practice, labelling, additives, inspection & certification, nutrition and residues of veterinary drugs and pesticides. • CCMAS: Codex Committee on Methods of Analysis and Sampling • CCFH: Codex Committee on Food Hygiene
Global Food Safety Initiative (GFSI)	The Global Food Safety Initiative (GFSI) is a private organization working as a "Coalition of Action" from The Consumer Goods Forum (CGF) bringing together retailers and brand owners (manufacturers) from across the CGF membership operating as multistakeholder governance with objective to create "an extended food safety community to oversee food safety standards for businesses and help provide access to safe food for people everywhere".
Industry Interest Group on Predictive Analytics	An industry group discussing innovative applications of predictive models for food risk prediction & prevention.
British Psychological Society	The British Psychological Society is a representative body for psychologists and psychology in the United Kingdom.
International Society for Mycotoxicology (ISM)	The Society aims to increase scientific knowledge concerning biology, chemistry and any sciences/disciplines related to mycotoxins and toxigenic fungi, through membership networking, scientific meetings, symposia, discussions, technical courses and publications.
MoniQA Association	The International Association for Monitoring and Quality Assurance in the Total Food Supply Chain is an international and interdisciplinary network of professionals from institutions working in food research, regulatory bodies and trade, providing solutions to promote a safer and secure food supply worldwide.
SELAMAT	is a network organisation that brings together stakeholders dealing with food production from Europe and Asia to share methodology, expertise, knowledge and policy developments related to food production with emphasis on food safety, food quality and related issues.
The International Food Safety Authorities Network (INFOSAN)	The International Food Safety Authorities Network (INFOSAN) is a global network of national food safety authorities, managed jointly by FAO and WHO, aiming to: Promote the rapid exchange of information during food safety related events. Share information on important food safety related issues of global interest.
The Consumer Goods Forum	The Consumer Goods Forum ("CGF") is a global, parity-based industry network that is driven by its members to encourage the global adoption of practices and standards that serves the consumer goods industry worldwide.

IFST Food Safety Knowledge Hub	Institute of Food Science & Technology is an independent qualifying body for food professionals based in the UK that is concerned with all aspects of food science and technology.
Systems of Sustainable Consumption and Production (SSCP) (KAN)	Is a global network of researchers and practitioners interested in ways that systems of sustainable consumption and production can be created, nurtured and contribute to a more sustainable world. SSCP KAN works to advance a more systemic approach to SCP, and to encourage and enable an urgent transformation in theory and practice to SCP systems.

Annex 4: Relevant projects and initiatives

Title	Goal
H2020 "FOODSAFETY4EU" (2021-2023)	Design, develop and release a multi-stakeholder platform for the future European Food Safety System (FSS). The platform aims to establish a network of FSS actors at national, European and international level. Input to WP4 and WP5.
IAEA Research Agreement No. 22299/RO (2017-2022)	"Development, validation and harmonization of analytical methods for multiple contaminant detection in food and feed". The project will contribute to delivering of analytical methods for multiple contaminant detection and harmonized guidelines for multi-contaminant methods validation. Input to WP2.
H2020 "MycoTwin" (2020-2023).	The goal is to strengthen effective and sustainable mycotoxin management for minimising contamination in crops by exchange of knowledge and new pre- and post-harvest measures. The project will support the entire value chain, from the planning of the cropping system to crop cultivation, harvest, storage, transport, processing and consumption. Input to WP2 and WP4.
H2020 "PROTECT" (2019-2022)	This project will develop predictive modelling approaches (including Multicriteria Decision) and tools to evaluate the effects of climate change on food safety. Input to WP1, WP3 and WP6.
Horizon Europe Partnership: PARC (2022-2028).	Partnership for the Assessment of Risk from Chemicals; European Partnership under Horizon Europe. Input to WP1 and WP6.
EFSA "OC/EFSA/SCER/2020/02 (2021-2024)	Screening for Emerging Chemical Risks in the Food Chain. Input to WP2.
H2020: The FSM (2020- 2023)	The Food Safety Market: an SME-powered industrial data platform to boost the competitiveness of European food certification. Data transformation and exchange workflows will be re-used and further extended in HOLIFOOD. Input to WP6.
OHEJP One Health Joint Integrative Project (2021-2023).	SARS-CoV2 Research Integration and Preparedness. Acronym: COVRIN. Input to WP2.
H2020 "SAFFI" (2020- 2024)	SAFFI (Safe Food for Infants in the EU and China). Developing an integrated approach to enhance the identification, assessment, detection and mitigation of safety risks raised by microbial and chemical hazards all along EU and China infant food chains. Co-developing a DSS to enhance safety control all along the food chain. Input to WP1, WP2, WP3, WP6.
H2020 "TRANSIT" (2021- 2024).	TRANSIT aims to optimize sustainable food production by implementation of low-energy use technologies and or replacement of chemical preservatives to further reduce food waste, to responsibly produce food and feed to increasing population with high quality and safe food. Input to WP2 and WP3.
H2020 - DRG4FOOD (2022-2025)	The overall goal of our project is to achieve trust in a data-driven food system by implementing Digital Responsibility Goals for the food sector. This will enable new levels of innovation for example in food safety, sustainability, personalized nutrition, reduction of food waste and fair conditions throughout the entire food chain.

Horizon Europe - FOODITY (2023-2025)	The main goal of FOODITY is to create a European ecosystem of digital solutions that contributes to a more sustainable and healthy food and nutrition system — respecting citizens' rights to personal data sovereignty
Horizon Europe - FoodSafeR (2022-2026)	HOLiFOOD's sister-project will focus its research on identifying new data and to communicate established facts on emerging food safety risks.

Annex 5: International events and conferences in 2023

<u>Name/Organising body</u>	<u>Date/location</u>
17th International Conference on Food Microbiology	5-6 April 2023 in Barcelona, Spain
10th International Conference on Food Safety and Health	5-6 April 2023 in Barcelona, Spain
GSFI Conference	24 – 27 April 2023 in Atlanta, USA
IAFP European Symposium	3- 5 May 2023 in Aberdeen, Scotland
12th International Conference on Predictive Modelling in Food	13-16 June 2023 in Sapporo, Japan
35th Annual FIRST Conference	4-9 June 2023 in Montreal, Canada
7th International ISEKI-Food Conference	5 - 7 July 2023 at the University of Paris-Saclay, AgroParisTech in Paris, France.
35th International Conference on Food Science and Technology	10-11 July 2023 in Prague, Czech Republic
ILSI Europe Annual Symposium 2023	24 October 2023 in Brussels, Belgium
37th EFFoST International Conference	6 - 8 November 2023 at the University of Valencia, Spain
US Food Safety Summit	8-11 May 2023 in Rosemont, IL, USA

A large, white version of the 'holi food' logo is centered on the page. The background of the page is a gradient transitioning from dark green on the left to light orange on the right. The logo itself is white, with a stylized icon to the left of the text 'holi food'.