



Dissemination and Communication Plan (public)



DISSEMINATION AND COMMUNICATION PLAN

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Abstract

The Dissemination and Communication Plan introduces the ImPUISe project dissemination and communication strategy and its implementation plan to be used by the consortium to ensure the high visibility, accessibility and promotion of the project and its results during the grant period. This document will be a reference framework for evaluating the impact of communication and dissemination activities and will be updated and adjusted as the project progresses. In order to achieve the highest possible impact of its activities and best contribute to support and strengthen innovations in citrus supply chains, ImPUISe will use and focus on maximising the effectiveness and scope of its dissemination and communication activities. These specific activities will not only address the general public to raise awareness on the project and its achievements, but also target key stakeholders having a relevant role in the field of activities undertaken by the project.



1 Introduction

The present ImPUISe Dissemination and Communication Plan, lists all planned dissemination and communication activities, tools and channels, and matches them with target stakeholders' categories and key performance indicators. This Dissemination and Communication Plan will be a reference framework for evaluating the impact of dissemination activities and will be updated and adjusted during the duration of the project whenever needed. Work Package 8 (WP8) "Dissemination & Communication" aims to (i) set up a variety of targeted communication and dissemination products and activities addressing target stakeholders, (ii) interact with relevant audiences to exchange information and (iii) build synergies with important project environments. This deliverable introduces the ImPUISe project dissemination and communication strategy and its implementation plan to be used by the consortium to ensure that the project results are made accessible to the appropriate target communities, at appropriate times, via appropriate methods, and that those who can contribute to the development, evaluation, uptake and exploitation of the ImPUISe outcomes can be identified and encouraged to interact with the project on a regular basis. This document will be a reference framework for evaluating the impact of communication and dissemination activities and will be updated and adjusted as the project progresses.

2 Objectives of dissemination and communication activities

The objective of dissemination and communication activities is to share the project's outcomes, to engage stakeholders, such as wider group of farmers (small-holders), food processors, technology and logistics service providers and consumers, to contribute to policies regarding regional food production and consumption systems and to create opportunities for cooperation and enhanced sustainability across Mediterranean countries. ImPUISe ensures that it uses a cost-effective approach in disseminating outputs through a combination of traditional tools (conferences, working groups) and new technologies (social media, infographics, webinars etc.), reducing travel footprint. The following sub-objectives of the dissemination activities are identified:

- Raising awareness and engagement of identified stakeholders among farmers, policymakers, civil society, media, business, key actors in academia who are interested in the project's subjects.
- Providing a platform for exchange and communication to relevant stakeholders (e.g workshops, webinars).



- Offering concrete suggestions for research-based food supply chain strategies and recommendations on policies and practices related to circular economy, while designing and implementing decision-making processes.
- Increasing the visibility of the ImPUISe project and establishing a sustainable and expanding network of scholars, engaged stakeholders that will continue to exist after the project's life cycle.

The dissemination activities will be based on a thorough, well-structured strategy, which will be horizontally applied across all Work Packages, as a cross-cutting action. In particular, the following WPs will be considered: WP3 to engage with the stakeholders from the case-studies; WP2.3 and WP3.3, where co-creation of value-cases and scenarios take place; WP6, where ADSS is tested and the stakeholders give feedback on the ADSS and scenario simulation results; and in WP7, policy recommendations and roadmap should be presented to the decision-makers.

To implement a successful communication strategy, a set of ImPUISe promotion tools will be developed to give the project a common and recognisable brand. The following promotion tools are planned: project identity (project logo, graphic charter and templates), biannual e-newsletters and final brochure. Online media will play a major role in reaching out to the project's external audience. The website will give a large visibility to ADSS providing the main point to access (online version) and download of it (booklet version). The website will be linked to several social media platforms, most notably LinkedIn and Twitter. All ImPUISe partners are asked to link the ImPUISe dissemination and communication activities to their respective social media channels (e.g. by using hashtags) and amplify content (e.g. tweets) to generate more outreach for the project.

3 Target audience and channels

The communication tools and activities differ and are adapted in view of the different target groups to be addressed (Table 1). Thus, the communication strategy entails: Who (identification of the target audiences that should be reached); What (tailoring of the messages towards these target audiences); How (decision on the best communication tools and channels to reach the target audiences) and When (development of a detailed dissemination plan).

Channels are all mediums through which the project results are transmitted and relayed to the target audiences.

Table 1: Target groups, channels of communication and specific impact of ImPUISe

Details on target groups	Channels / Media	Goal / Impact
Academia (Research and Consulting)		
<ul style="list-style-type: none"> • Researchers from a wide range of disciplines throughout Europe, the MENA region and beyond • Universities, academies of sciences, and research centres operating in relevant or linked scientific fields • Undergraduate and postgraduate students 	<ul style="list-style-type: none"> • ImPUISe Newsletter (e-newsletter, leaflets, website, social media) • Scientific publications • International conferences • ImPUISe Summer School • Research workshops/conferences • Seminars, lectures, publications • Promotion of MA and Ph.D. theses • Network of young researchers 	<ul style="list-style-type: none"> • Establishing a sustainable network to foster multidisciplinary research on agro- food supply chain system, market analysis, information technologies etc. • Analysis of research impacts on policy and businesses at the local scale • Development of a detailed knowledge base on policy regulations and standards on food security, emerging technologies, and disruptions in agro-food sector
Industry		
<ul style="list-style-type: none"> • Farmers • Food Processors • Logistics Service Providers • Technology Providers • Retailers • Start-ups 	<ul style="list-style-type: none"> • ImPUISe Social media • Extended networks of the project partners/Advisory Board • Campaigns and training programs • Stakeholder and research workshops • Logistics fair and congresses (e.g. Federal Association of Logistics) • Fieldworks at the companies 	<ul style="list-style-type: none"> • Deep understanding of stakeholder requirements, interests, and behaviour • Co-creation of scenarios and value-cases for sustainable agro-food chains • Horizontal and vertical integration of the food supply chains (industrial symbiosis) • Operation optimization of supply chains • Easy-use and access to the ADSS
Policymakers on the EU, national, as well as regional/local levels		
<ul style="list-style-type: none"> • Government officials and policy- makers on the EU/MENA level (European Commission, Parliament, Agencies) • Local municipalities (agricultural chambers, agricultural ministries, ministries of transport/digitization/innovation) • Representatives of International Organisations (FAO, GIZ) 	<ul style="list-style-type: none"> • Contact through official channels – letters and mailings, attending e.g. delegations, public events • ImPUISe newsletter • Training program of ADSS • Policy Papers/Policy Research Alerts • ImPUISe Kick-off and final public conference • Social media channels 	<ul style="list-style-type: none"> • Agenda-setting for future EU policy on sustainable agro-food supply chains • Establishment of a platform for policy- research exchange • Ability to use the ADSS in case of changed boundary conditions • Implementation of a collaborative framework for decision making Wide-ranging and transparent research (open data, public-private data exchange)
Public sphere (end users, citizens, media)		
<ul style="list-style-type: none"> • Consumer Associations 	<ul style="list-style-type: none"> • Communication Plan 	<ul style="list-style-type: none"> • IKH will enable farmers, technology and logistics service providers, retailers to



<ul style="list-style-type: none"> • Journalists from European/ MENA region and beyond • Civil society/broader public, interested in learning more about the project's subjects (NGOs) 	<ul style="list-style-type: none"> • Press kit (and regularly updated fact sheets on current issues) • Direct contact of consortium and AB members to media experts • Surveys and questionnaires • ImPUISe website 	<p>learn about the consumer requirements in citrus supply chain. Based on these insights mass customization and modular architecture to cater to the needs of different stakeholders may be leveraged.</p>
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4 Dissemination and communication activities

UDE as leader of WP8 will carry out the leadership of the project dissemination activities following the dissemination strategy defined in this document. This includes to (i) set up the most appropriate mechanisms and tools for maximum visibility and impact, (ii) ensure that all partners contribute to dissemination activities, and (iii) assess the dissemination results. The following table presents in more details each partner's tasks and responsibilities for dissemination activities.

Table 2: Dissemination and communication activities

Dissemination and communication activities	UDE	EP	KU	AU	AGM	ASF	EBS	YNG	BAUT	LGA	USFX	IGTC	FAH	KIT	UL2
Online Media															
Management and maintenance of the project website & social networks	L	Provide content													
Biannual newsletters	L	Provide content													
Testing ADSS in case studies through Information and Knowledge Hub (IKH)			C						L						
Provision of ADSS portal (web application) with decision support tools			L				C								
Link posts on respective website or social media to the official project website	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L
Publications															
Publication of at least one academic article in international peer-reviewed journal (WP2)*	C	L		L					L		L				



Publication of at least one academic article in international peer-reviewed journal (WP3)*	L			L			L								
Publication of at least one academic article in international peer-reviewed journal (WP4)*	L			C							L				
Publication of at least one academic article in international peer-reviewed journal (WP5)*			L	C											
Publication of at least one academic article in international peer-reviewed journal (WP6)*			L						L						
Publication of at least one academic article in international peer-reviewed journal (WP7)*			L				C								
Roadmap for the integration of new agrofood supply chains	L		C	C			C		C		C				C
Final Brochure	L	C	C	C	C	C	C	C	C	C	C	C	C	C	C
Commercial Exploitation Plan	C						L				C				
Events															
Planning and organisation of Information and Knowledge Hub Session 1 (in Egypt)	C			L	C	C									
Planning and organisation of Information and Knowledge Hub Session 2 (in Turkey)	C		L					C							
Planning and organisation of Information and Knowledge Hub Session 3 (in Tunisia)	C										L	C	C	C	
Planning and organisation of Information and Knowledge Hub Session 4 (in Algeria)	C								L	C					
Summer School on "Sustainable Food Supply Systems in Mediterranean Regions: Challenges and Opportunities" (in Egypt)	C			L											



External events													
Final Conference 'Mediterranean Framework on sustainable agro-food supply chains: The case of citrus by-products supply chains' (held in France)	C						L						C
Logo and graphic identity													
Creation of the project logo and visual identity	L												
Develop templates for deliverables and standard PowerPoint presentations	L												

* alternatively: best practice guide, whitepaper, article in topic-specific journal; Leader relates to the respective deliverable of the work package.

- L = Leader
- C = Contributor

4.1 ImPUISe events

ImPUISe plans a comprehensive, well-structured set of events, including content-focused workshops, a set of Open Innovation sessions with policy makers and stakeholders in the pilot sites, a summer school to promote young scientists. The ImPUISe consortium will meet for regular project meetings (every 6 months) to review project success.

These events will serve as a dissemination support. They will help spreading the project outputs to the respective target audiences (see section **Fehler! Verweisquelle konnte nicht gefunden werden.**), facilitate valuable feedback from stakeholders, and provide ground for policy discussion and brainstorming.

Table 3: Overview ImPUISe events and meetings

Events, meetings (Location / duration) Type/topic and potential outcome	Audience addressed	Month / partner in charge, WP(s)
<p>ImPUISe Kick-Off / Project Meeting 1 in Duisburg, Germany / 2 days</p> <p>The Kick-Off Meeting will launch the project by discussing the details of the work plan and the overarching guidelines for the project. The meeting will also provide the opportunity for the WPs and tasks to discuss their activities within working groups. A special session will be dedicated to introducing all financial regulations and administrative details and to setting up common procedures and routines.</p>	Project consortium	<p>M1</p> <p>(organized by UDE)</p> <p>(WP1 and all WPs)</p>
<p>Information and Knowledge Hub (IKH) Session 1, 2, 3 and 4</p> <p>To be carried out in every Pilot Country / 2 day per Session</p> <p>The target of the IKH Session 1 is to present the ImPUISe project and engage the different stakeholders for every pilot case-study aiming at better understanding of stakeholder needs towards sustainable agro-food supply chains in the pilot countries. Session 2 will be conducted with the aim to collect and share the information from the stakeholders, while co-creating citrus (by-products) value cases and logistics concepts and defining ADSS features and specifications. Session 3 will be used to discuss the simulation results of the value cases, adopt the solutions and estimate the scalability and transferability of the value cases. Session 4 will be used to and collect feedback from policy decision makers on the policy roadmap, while discussing the implementation possibilities.</p>	At least 20 stakeholders need to be gathered in the pilot country	<p>M6/M12/M24/M30</p> <p>(organized by AU; BAUT; USFX; KU and supported by UDE and local actors)</p> <p>(WP2, WP3, WP4, WP6, WP7)</p>
<p>Project Meeting 2 (linked to IKH Session 1) in Alexandria/Egypt / 2 days</p> <p>The aim of this project meeting will be to set the requirement for starting the IKH Session 1 in the pilots and identify the necessary stakeholders to be reached out.</p>	Project consortium	<p>M6</p> <p>(organized by AU and UDE)</p> <p>(WP 1 and WP2, WP3)</p>
<p>Project Meeting 3 (linked to IKH Session 2) in Istanbul, Turkey / 2 days</p> <p>ImPUISe team will meet in order to sum up general information gathered from the pilots, applying the gained knowledge into co-creating of the scenarios and value-cases. The ADSS will be designed with its specifications and features. Intermediate monitoring of the KPIs will be carried out to promote ImPUISe's impact.</p>	Project consortium	<p>M12</p> <p>(organized by KU and UDE)</p> <p>(WP1, WP4, WP5)</p>
<p>Project Meeting 4 & Summer School on "Sustainable Agro-Food Supply Systems in Mediterranean Regions: Challenges and Opportunities" in Alexandria/Egypt / 5 days</p>	International young researchers, project consortium,	<p>M18</p> <p>(organized by AU and UDE)</p>



<p>The aim of the Summer School on "Sustainable Food Supply Systems in Mediterranean Regions: Challenges and Opportunities" is to foster innovative citrus (by-products) supply chain solutions in sustainability context. The Summer School will allow young researchers from the EU and Mediterranean Region to present their approaches and to learn from each other. This event will be situated in the ImPUISe PhD Network, as well as ECoL Network.</p>	<p>several AB members</p>	<p>(all WPs)</p>
<p>Project Meeting 5 (linked to IKH Session 3) in Tunisia; 2 days The meeting will be used to discuss the simulation results of the value cases developed in the WP3.3. The scalability and transferability of the value cases will be analysed to reach national and international holistic sustainable supply chain management strategies on citrus (by-products).</p>	<p>Project consortium, several AB members</p>	<p>M24 (organized by USFX, and supported by UDE, KU) (WP1, WP6)</p>
<p>Project Meeting 6 (linked to IKH Session 4) in Algeria / 2 days The meeting will be used to finalize ImPUISe results, monitor the final KPIs, to enhance dissemination and transferability potential within partner networks, as well as start planning the final conference. This meeting will also be used to envisage further possible projects to enhance ImPUISe's sustainability and liveability after the project end.</p>	<p>Project consortium</p>	<p>M30 (organized by BAUT) (WP1 and WP7)</p>
<p>Final (international) conference on "Mediterranean Framework on sustainable agro-food supply chains: The case of citrus by-products supply chains" in France; 2 days Large public dissemination conference targeted at researchers, practitioners, further stakeholders will be organized to leave a sustainable impact. It will deal with "Mediterranean strategy plan for sustainable agro-food supply chains" and disseminate ImPUISe's research results as well as its policy and business recommendations.</p>	<p>Open to public, external speakers, AB, project consortium</p>	<p>M36 (organized by EBS and UDE) (all WPs)</p>

4.2 Networking with other projects/initiatives

ImPUISe will seek to enhance current links and synergies with other stakeholders or similar initiatives to create synergies and share resources. We will maintain a synergetic culture focusing on the results and objectives. Under this vision, collaboration will be proposed to all the relevant stakeholders.

Networking activities will also play a key role in spreading the word. The network partners involved in the project (ECoL and CONUS network of UDE and KU; Digital Research Center of USFX), as well as Advisory Board members will make use of their respective channels and databases to promote the project among their members and contacts.



The consortium will deepen links with existing PRIMA projects (e.g. FEDKITO, BiOrangePack, FRUALGAE) to create synergies, will feed relevant European/MENA dissemination platforms (e.g. EcoMENA, European Logistics Platform, International Conference on Citrus) with relevant information.

4.3 Advisory Board

An Advisory Board (AB) of eminent researchers and relevant stakeholders in politics and society will actively contribute to the project by providing tailored consultancy and by attending conferences and major project meetings. It will assist the consortium to identify relevant stakeholders on all levels. The structure and the number of researchers and other political and societal agents in the particular sections of the AB reflects ImPUISe's overall strategy to provide significant impact on industry, policy-making, society, and academia. AB members will advise on concrete suggestions for research-based industrial and political strategies, as well as will contribute to the academic discussion on research impacts policy. Wide-ranging and well-coordinated visibility of the events and results will be ensured by dissemination activities of the AB not only in the EU, but also in the non-EU countries, such as e.g. South American network of countries (two events organized by Pacific Alliance in cooperation with the society of farmers, focusing on innovation and sustainable development in Bogota, Colombia).

Several international institutions strongly support ImPUISe at this initial phase:

- AJIN European Fruit Juices Association (General Secretary Wouter Lox),
- University of Leuven, Belgium, Faculty of Economics and Business,
- "Farm-Food- Climate", ProjectTogether gUG,
- Arab Academy for Science, Technology, and Maritime Transport (AASTMT).

In order to complement the AB with expertise from the Mediterranean region, three additional members were gained for the AB during the course of the project:

- Dr. Arab Hoballah (Executive Director of SEED and Expert for Entrepreneurship and Sustainability),
- Karel Coosemans (Global Innovation Program Lead at IFF – International Flavors and Fragrances),
- Dr. Rafat Al-Waked (Associate professor at German-Jordanian University (GJU)).

5 Dissemination and Communication Tools

ImPUISe plans to maximize its impact based on a decentralised outreach approach aimed at the whole European Union, Mediterranean region and beyond. UDE with extensive experience



in dissemination will serve as regional transmitter together with all partners. The decentralized communication approach will be amplified by the other project partners and their international networks as well as by experts in dissemination activities from the AB including policymakers on the EU and Member state level, local and regional authorities, academia and society. ImPUISe will communicate the expected impact to the different target audiences to ensure complementarity of the channels, tools and materials. The project will also use different channels to receive input from these audiences and engage them parts of the process, actively contributing to the content and output of the project (two-way- communication). On-site and face-to-face communication will be combined with digital actions. The partners will implement the following dissemination and communication tools according to the strategy described above.

Dissemination and communication tools are all material used to present the content of the project to an external audience.

5.1 Project identity

A logo was designed and implemented in the top right of each page of this deliverable. Furthermore, a roll-up and a standard wording on the project will be created to disseminate to all audiences. Word, PowerPoint etc., templates for generic documents and templates for publications will be created.

The branding (colours and general design) will be related to the PRIMA logo and should be associated with the Mediterranean area. Based on the same colour palette, fonts and logo, a set of templates will be designed (WP 8). The templates will ensure that the ImPUISe visual identity is consistent through the duration of the project. This set of templates will include a template for:

- project deliverables
- general project documents
- project PowerPoint presentations

A project roll-up will serve as a communication and identity tool with great visual impact to illustrate key project concepts. The roll-up will be displayed at project events and, whenever possible, at exhibition events in which project partners will participate.

Besides creation of the project logo UDE is responsible for designing a visual identity, set of templates, and roll-up. The project partners approve the project logo, the different templates, and visual identity before they are used for any project communication purposes. UDE



uploads the templates onto the project's MS SharePoint so that they are accessible to all partners, and the project logo onto the public part of the website for public awareness.

5.2 Electronic tools

- Newsletter: A semi-annual newsletter with the latest news about ImPUISe will be circulated among different stakeholders; news will come from the project website. The newsletter will enable the consortium to update the project community with latest project activities and results. UDE will design a template for project newsletters and prepares an edition every six months (see WP 8) based on the partner's inputs. The partners provide content for the newsletters and invite contacts to subscribe to the newsletter.
- Policy Research Alerts on key issues from IKH sessions and further crucial topics arising from the project will be sent out to stakeholder groups (Advisory Board, PRIMA etc.) in the form of direct E-mails as well as published on the website.
- Short videos of interviews with external experts and with researchers from the project as well as excerpts from project meetings will be posted on social media.
- Webinars on e.g. agro-food supply system, sustainable food logistics operations, disruptive technologies.
- Website (see section 5.3).

5.3 Website

The website (<https://impulse-sustainable-supply-chains.net/>) will be the main dissemination and communication tool where all dissemination materials will be published in a timely manner.

It will be used as a gateway to diffuse project information as widely as possible and give a large visibility to ADSS providing the main point to access (on-line version) and download of it (booklet version). The website will include multimedia content and informative pages presenting the ImPUISe consortium, partnerships, concept, vision, objectives and activities. The dynamic website will benefit from an eye-catching design and will be easy to navigate on. It will be accessible with tablets and smartphones.

The ImPUISe website will feature the following functionalities:

- overview of the concept, objectives, partners, and activities proposed within ImPUISe
- regular news and information service on ImPUISe activities



- access to online tools for facilitating participation of stakeholders
- links to social media to be attractive to the general public

The website will provide a critical and thorough analysis of current developments in the context of circular economies and sustainable food supply chains/logistics. Additionally, significant changes on the national level will be covered.

5.4 Publications

A major expression of external dissemination is the production of scientific publications and deliverables, which the consortium commits to release showcasing project outputs.

The consortium will fully comply to open access to scientific publications and dissemination material. Open access will be granted to publications, being scientific publications or any kind of dissemination material, as this is one of the key targets of ImPULSE. Support for self-archiving and for open-access publishing is provided by the Coordinator's (UDE) Library.

5.4.1 Journal publications

Work packages 2 to 7 plan to submit each at least one academic article to internationally respected peer reviewed journals. Some journals will be relevant for these WPs, such as Agricultural Systems, European Journal of Horticultural science, Journal of Integrative Agriculture; Agriculture, Ecosystems and Environment; Engineering in Agriculture, Environment and Food; Operations Research; Journal of Operation Management; Decision Support Systems; Decision Analysis; Journal of Physical Distribution & Logistics Management; Journal of Cleaner Production; Journal of Computer Science and Information Technology; Information Technology & People information.

- The publications will be based on the results of the activities, including but not limited to best practices guides, study reports and recommendation papers.
- Before submitting a scientific publication, partners are invited to send a draft version to the consortium members.
- According to the ImPULSE Consortium Agreement, every party that intends to disseminate its results must give advance notice to the other beneficiaries of at least 45 days before the publication, together with sufficient information on the results it will disseminate. Possible objections should be handled according to the Consortium Agreement.
- Every party must ensure that all publications relating to its results will be published open access (free of charge, online access for any user).



- All partners contribute to the promotion and dissemination of the various publications.

5.4.2 Deliverables

Over the entire project duration, the ImPulSe consortium will produce a wide range of official deliverables and make them publicly available on the project website to spread the project excellence and disseminate knowledge as widely as possible.

- Deliverables are drafted using the Word template designed at the beginning of the project.
- A list of key deliverables to be reviewed by the Advisory Board before final submission to the PRIMA MEL Platform will be drafted by UDE.
- The final PDF version of deliverables will be uploaded to the PRIMA MEL platform and to the project website for general public to access.

5.4.3 Policy Papers

One Policy Paper on the policy recommendations and main findings of the project and one Policy Paper on sustainable food supply systems will be published.

6 Expected impact and monitoring

A set of indicators is defined to self-evaluate the work and monitor the impact of the dissemination and communication activities. In this regard, we pursue a strategy that ensures a positive development of the indicators rather than providing fixed figures.

Indicators for communication activities

- Visual identity will be used in all communication and dissemination tools
- Press releases will be relayed via 2-5 externals
- Newsletters will be released on the website and social media at the beginning promoting our content and motivate target stakeholders to directly subscribe
- Website and social media will attract a growing number of unique visitors as the project progresses and results are communicated

Indicators for dissemination activities

- Website will attract a growing number of unique visitors as the project progresses and results are published



- Publications will be released as described in section 5.4 and will include project outputs (incl. best practices, study reports, recommendation papers) and articles in journals, magazines or newsletters
- Project events and external events as shown in Table 2

Table 4: Communication KPIs and target stakeholders

Indicators		Academia	Industry	Policy-makers	Public
Communication	Visual identity	✓	✓	✓	✓
	Press release	✓	✓	✓	✓
	Newsletters	✓	✓	✓	✓
	Website & Social Media	✓	✓	✓	✓
Dissemination	Website	✓	✓	✓	✓
	Publications	✓	✓	✓	✓
	Project events	✓	✓	✓	
	External events	✓	✓	✓	



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