



The Food Safety Market: An SME-powered industrial data platform
to boost the competitiveness of European food certification

D8.3.1 - Dissemination, Communication & Stakeholders Engagement Plan

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ACRONYMS LIST

GFSI	Global Food Safety Initiative
ICT	Information and Communication Technology
VP	Vice President
CAGR	Compound annual growth rate

EXECUTIVE SUMMARY

The Dissemination, Communication & Stakeholders Engagement plan of *TheFSM* aims to give a general scope of the activities that will be undertaken during the project lifetime, as well as the way in which they will serve to make the project results available to the identified target groups. The document goes through the strategy that will be followed by the consortium to communicate the project's objectives. This will be performed through a variety of dissemination channels, such as the project's website and social media as well as a set of public activities and events. For that purpose, specific materials and tools will be used by the project partners. Moreover, the responsibilities of each consortium partner are extensively analyzed in tandem with the key performance indicators that will be used to assess the effectiveness of each performed action.

The document is structured as follows: Chapter 1 serves as an introduction to the deliverable whereas chapter 2 references the dissemination and exploitation KPIs that *TheFSM* consortium should address. Chapter 3 provides an overview of the dissemination strategy, which is based on a series of layers and actions, and chapter 4 includes an overview of the digital dissemination channels of *TheFSM*. Chapter 5 briefly refers to the offline dissemination channels and events and chapter 6 includes the foreseen activities in terms of engagement with SMEs. Chapter 7 presents the plan for the dissemination tools and material that will be prepared during the lifetime of the project, and finally chapter 8 concludes with collaborations with other initiatives.

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1. INTRODUCTION

1.1 Our intended impact

Progress in digital technologies in combination with other key enabling technologies is changing the way we design, produce, commercialize, and generate value from products and related services. The challenge ahead is for the European industry to seize fully and swiftly these digital opportunities. While bringing new opportunities, digital innovations also open the door for new competitors in key parts of the value chain. European businesses face the threat of vendor lock in with a few ICT suppliers or platform owners from other countries (especially the United States), which will shift a major part of value creation outside their business sphere.

This is exactly the challenge that the European food industry and major European certification bodies (such as the **TÜV AUSTRIA GROUP**¹, **SGS**², **Lloyds Inspection Services**³, and other TÜV groups like **TÜV SÜD**⁴ and the **TÜV NORD GROUP**⁵) are facing: their clients will soon be requesting them to share data using platforms from very few ICT suppliers, of mostly US origin. Right now, the US food safety market is moving extremely fast. The decision of the **US Food and Drug Administration (FDA)** to prioritise blockchain-powered data sharing for food traceability (and assign as a Deputy Commissioner the ex-Walmart VP of food safety that led the **Walmart-IBM** blockchain pilot⁸²) is indicative of the upcoming change. In the same time, we see European giants like **Carrefour** announcing their decision to adopt the **IBM Food Trust** solution.

The potential of this market is huge, as global food certification is currently estimated to be valued at \$8.87 billion and is expected to reach \$11.45 billion by 2023, at a CAGR of 5.2%. About 10 families of certificates are the most prevalent around the world, but there are also dozens of niche and local ones depending on the application, legislation & consumer demand – e.g. organic, sustainability, biodynamic, kosher, halal, “free from” etc. Conservative estimates are that we are looking at a total addressable market that has more than 500,000 food producers already complying to at least one major certification scheme.

1.2 Our High-Level Impact Indicators

The table below illustrates how *TheFSM* participants expect to contribute to the expected impacts set out in the Work Programme of the call. In ANNEX B there is an analysis of partners KPIs.

¹ <https://www.tuv.at/en/home/>

² <https://www.sgs.com/>

³ <http://www.lloydsinspectionsservices.com/>

⁴ <https://www.tuvsud.com/en>

⁵ <https://www.tuv-nord.com/en/tuv-nord-worldwide/>

Work Programme aim	TheFSM contribution	Key performance indicators
Better value-creation from proprietary/ industrial data	We will focus on actual, critical business scenarios around food certification, to make data exchanging automated, predictable, and secure	<p># of data flows and transactions documented within all business scenarios (target: >15 overall)</p> <p># of stakeholders enabled within each business scenario (target: >3 stakeholders engaged in data transactions within each scenario)</p>
	We will fully digitize food safety data transactions in order to help involved parties execute them in a faster and more efficient manner	<p># of fully automated data sharing workflows and transactions supported through the platform (target: >10 overall)</p> <p>% of time saved in data transactions channeled through the platform (target: >50%)</p>
	We will create opportunities for new digital services that certification bodies like TÜV AUSTRIA may offer, such as remote auditing that can lower the cost of certification	# of new service offerings that TÜV AUSTRIA subsidiaries will include in their certification portfolio (target: >3 per subsidiary)
20% annual increase in the number of data provider organisations in the industrial data platforms	We will involve and engage in each innovation pilot organisations that need to share data with their buyers or inspectors	# of food companies joining the innovation pilots in each country to share data (target: >3 companies involved in each pilot to share data)
	We will implement digital & physical marketing activities to identify, profile and attract appropriate clients to test data sharing through FOODAKAI	% of annual increase in the number of organisations using the platform to share food safety data (target: >300% every year)
30% annual increase in the number of data user/buyer organisations using industrial data platforms	We will involve and engage in each innovation pilot organisations that need to access data from their suppliers or 3rd parties (e.g. labs)	# of local or regional stakeholders joining the innovation pilots to access and use data (target: >2 organisations involved in each pilot to access data)
	We will implement digital & physical marketing activities to identify, profile and attract appropriate clients that are interested to access data that suppliers share through FOODAKAI	% of annual increase in the number of organisations using the platform to access and use food safety data (target: >300% every year)
20% annual increase in volume of business (turnover) channelled through the platforms	We will work on gradually introducing FOODAKAI to support and enable all data exchange that concerns agriculture and food certificates that the 5 participating	% of annual increase in numbers of agri-food inspections and certificate renewals channelled through the platform (target: >500% increase every year)

	certification and inspection bodies issue for their clients	<i>% of actual business revenue that the participating certification & inspection bodies will be enabling through the platform after the project ends (target: >10% of agri-food inspections and certificate renewals channelled through the platform)</i>
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Table 1: TheFSM KPIs

1.3 Our way to maximize impact

TheFSM includes in its workplan a dedicated dissemination task in WP8 Project that will particularly focus on the way in which the project work and outcomes will be communicated to its key targeted stakeholders.

The table that follows provides an overview of these stakeholders, as well as examples of networks and actors that we will aim to engage.

Targeted category	Type of stakeholders	Examples
Food sector users	Certification bodies	TÜV SÜD, TÜV AUSTRIA GROUP, OF&G ⁶
	Certification scheme owners	GFSI ⁷ , BRC, IFS Food, GlobalG.A.P., The European Organic Certifiers Council ⁸
	Food distributors & retailers	Euro Coop ⁹ , Food Drink Europe ¹⁰ , Grocery Manufacturer Association ¹¹
	Primary producers and farmers	Copa Cogeca ¹² , WFO-OMA ¹³ , Organic Farmers Association ¹⁴ , Farm Retail Association ¹⁵ , OStevia Hellas
Technology providers	ICT contributors to TheFSM technology stack	Trail Alliance ¹⁶ , Big Data Value Association ¹⁷ , other innovative ICT companies in Europe

⁶ <http://ofgorganic.org/>

⁷ <https://www.mygfsi.com/>

⁸ <https://eocc.nu/>

⁹ <http://www.eurocoop.coop/>

¹⁰ <https://www.fooddrinkeurope.eu/>

¹¹ <http://gmaonline.org/>

¹² <https://copa-cogeca.eu/>

¹³ <http://www.wfo-oma.org/>

¹⁴ <http://organicfarmersassociation.org/>

¹⁵ <http://www.farma.org.uk/>

¹⁶ <https://alliance.origintrail.io/>

¹⁷ <http://www.bdva.eu/>

	Providers of ICT services to the food sector	Ag/FoodTech startups, Farm Management System & Lab Management System providers, ERP providers
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Table 2: Overview of key targeted stakeholders and of networks and actors that we aim to engage

The sections that follow present the initial plan for dissemination and exploitation of the project’s results. In the context of both **WP7** and **WP8**, and especially during Y1, this plan will go through numerous iterations in order to be adaptive and ensure that it constantly fits to the needs of the project.

2. DISSEMINATION OF PROJECT RESULTS

2.1 Our dissemination aims

Based on the identification of key stakeholders and their interests, the *TheFSM* dissemination and communication lead (namely, *AGROKNOW* with the help of all partners) will develop a set of tools and techniques that will be used to engage key stakeholders, all relevant influencers as well as internal and external partners of the project.

Dissemination planning is a dynamic and continuous process to ensure real success. It starts with the overall planning for the whole project period at the very beginning and will be reworked and refined iteratively on an annual basis. In this refinement process, the results of the set of frequently collected figures for measurable success will be considered to ensure optimization. A matrix of such criteria will be set up in the initial planning and will also be refined and optimized. The Annual Dissemination Report will provide a quantitative and qualitative analysis of the actions carried out by the dissemination team.

Our approach to dissemination will be layered, starting from the partner organisations themselves, moving out to the whole consortium, to the directly connected networks, and then other relevant stakeholders. As soon as we have defined an initial version of the core concept, its unique value proposition, and the key messages to be used/tested, we will start working on this dissemination approach. This is particularly important in *TheFSM* because the consortium includes four companies that belong in the *TÜV AUSTRIA GROUP*, each of which has several departments, labs and teams that should be informed about the project and get involved in it - especially as far as the other *TÜV AUSTRIA* subsidiaries are concerned. Furthermore, the dissemination activities will expand to the outer layer of food supply chain stakeholders, taking advantage of the regional and national clientele and collaborations of these partners.

2.2 Our selection of dissemination

In the following tables, all five (5) dissemination levels that we will approach during *TheFSM* realization are illustrated. For each level, special dissemination aims are described along with the methods and activities that partners chosen in order to implement them.

Dissemination Aims	Methods & Activities	Descriptions of the chosen measures to implement each aim
LEVEL 1: Within each project partner		
Discover people, departments & initiatives within partner organisations that are relevant to project and that should be aware about progress & outcomes Set up continuous communication mechanisms & channels to share TheFSM progress with relevant people	<ul style="list-style-type: none"> ● Review organisational websites about relevant people, depts., initiatives ● Regularly set up internal informal & formal meetings ● Use internal mailing & communication lists ● Take advantage of internal knowledge sharing & training events 	<ol style="list-style-type: none"> 1. Review websites of the TÜV AUSTRIA GROUP, VALORITALIA, WFSR Food Safety and UNIVIE. 2. Identify & visit relevant people within partner organisations to discuss about project & provide dissemination material package

Involve relevant people from other departments and initiatives even if not directly contributing to TheFSM implementation

Create awareness to internal decision makers that can help TheFSM achieve implementation, impact & sustainability goals

- Inviting to project meetings, workshops & events

3. Disseminate news on launch of project through partners' internal mailing lists & knowledge sharing mechanisms
4. Invite relevant TÜV AUSTRIA teams to pilot trials
5. Invite relevant GlobalG.A.P. and organic certification bodies to pilot trials
6. Organise presentations about TheFSM with internal scientific and/or food safety directors

Table 3: Demonstration of the dissemination aims and of the methods & activities that project's partners have chosen to utilize within each project partner level

Dissemination Aims	Methods & Activities	Descriptions of the chosen measures to implement each aim
LEVEL 2: Within the consortium		
<p>Link and bring together people working on similar topics across consortium, in order to create working groups that will implement common activities</p> <p>Establish Work Package (WP) and task teams and inspire common goals and collaboration</p> <p>Create single point of reference for all dissemination material and practices across consortium</p> <p>Establish communication mechanisms and channels within consortium</p>	<ul style="list-style-type: none"> • Review profiles & interests of partner teams across consortium • Organise team building sessions within project meetings • Organise dedicated WP team meetings within plenary meetings or ad hoc • Establish virtual communication & collaboration tools for consortium members • Set up internal mailing list for project & key activities • Prepare guidelines, templates and reference spaces for dissemination activities & materials 	<ol style="list-style-type: none"> 1. Collect CVs of all team members at shared space, carry out team member interviews for project website & blog posts 2. Organise dedicated vision building session within Kick Off and after each review meeting 3. Organise project meetings co-located with training seminars that TÜV AUSTRIA GROUP organizes 4. Use a partners' existing virtual conferencing facility for project meetings 5. Establish TheFSM-main, TheFSM-tech and TheFSM-users mailing lists 6. Develop document with dissemination guidelines & practices 7. Syndicate RSS & Twitter feeds of all partner sites/blogs with project's web portal & Twitter accounts

Table 4: Demonstration of the dissemination aims and of the methods & activities that project's partners have chosen to utilize within the consortium level

Dissemination Aims	Methods & Activities	Descriptions of the chosen measures to implement each aim
LEVEL 3: Towards core target groups (in each participating country, across the TÜV AUSTRIA GROUP)		
<p>Organise targeted actions to inform & engage food safety stakeholders in the networks & communities where partners have direct access to</p> <p>Create links and synergies with relevant food safety and certification initiatives where partners are involved</p>	<ul style="list-style-type: none"> Join TÜV AUSTRIA GROUP meetings for knowledge sharing & exchange Present at TÜV AUSTRIA subsidiary training events in all countries Organise special training & hands on sessions or workshops at events where communities gather Deliver online training & awareness on topics of relevance 	<ol style="list-style-type: none"> Prepare a training package that may be reused and presents at all training seminars Organise TheFSM sessions in major workshops and conferences with key industry prospects and clients Organise series of webinars on topics related to each one of the piloting scenarios Become active members of the key associations working on food safety standards and mappings, such as the GFSI

Table 5: Demonstration of the dissemination aims and of the methods & activities that project's partners have chosen to utilize towards core target groups

Dissemination Aims	Methods & Activities	Descriptions of the chosen measures to implement each aim
LEVEL 4: Towards other stakeholders and decision makers in the field of the project		
<p>Take advantage of secure data exchange initiatives & movements</p> <p>Create links and synergies with relevant European industrial associations</p>	<ul style="list-style-type: none"> Promote TheFSM within existing secure data exchange initiatives & movements Promote TheFSM within European industrial associations Host events where any interested stakeholder may join and discover more about project 	<ol style="list-style-type: none"> Liaise with AgriXchange initiative Participate & present to European industrial associations such as FoodDrinkEurope, COPACOGECA, etc. Host as part of project events, industry representatives & innovative companies in the field of food safety and food certification

Table 6: Demonstration of the dissemination aims and of the methods & activities that project's partners have chosen to utilize towards other stakeholders and decision makers

Dissemination Aims	Methods & Activities	Descriptions of the chosen measures to implement each aim
LEVEL 5: Towards other countries and sectors		
<p>Promote project outcomes & opportunities to AgTech & FoodTech startups to engage further</p> <p>Promote project outcomes of relevance to the AgTech & FoodTech sector industry stakeholders</p> <p>Promote project outcomes of relevance to the data value chain industrial networks and associations</p> <p>Inform funding agencies, donors, decision makers, and general public</p>	<ul style="list-style-type: none"> Organise online challenges and social media campaigns Engage and support startups to adopt and use TheFSM Join relevant industrial associations & corresponding working groups Participate in investor events, trade shows, exhibitions, fairs Arrange informal & formal meetings with donors and decision makers Prepare information material for decision makers Organise press campaigns for public media 	<ol style="list-style-type: none"> Participate to open agri-food data challenges & contests for startups Organise meetups with startups at partner premises & local startup events Join the Big Data Value Association (BDVA) and the corresponding working groups or task forces on agri-food and smart farming Organise TheFSM sponsorship, participation & booths in major food industry fairs and exhibitions such as the GFSI Conference, SQF, the GMA Science Summit, World AgriTech Arrange meetings with project officers in EC DGs, the Gates Foundation, the Hewlett Foundation, USAID, etc. Organise exchange meetings and joint workshops with USA clients & competitors Prepare concept note on project with appropriate content & wording for donors & funding agencies Prepare press releases for distribution in all partner countries

Table 7: Demonstration of the dissemination aims and of the methods & activities that project’s partners have chosen to utilize towards other countries and sectors

2.3 Our dissemination KPIS

This section describes the Key Performance Indicators (KPIs), which are used to measure the efficiency of the project dissemination activities. The evaluation is conducted at the end of each project year starting from Year 1. At the end of each reporting period, a comparison between the annual target and the achieved value will be performed. Based on the identification of key stakeholders and their interests, *TheFSM* dissemination lead (*AGROKNOW*) has developed a set of techniques that would be used to engage key stakeholders, all relevant influencers as well as internal and external partners of the project. When designing the dissemination material, the team will take into account the latest marketing and communication trends and the ways in which targeted audience groups consume information. The dissemination tools include a balanced mix of physical and digital tools traditional (white papers, publications, conferences) and innovative (social media, specialist websites and forums) tools to secure the most effective outreach of *TheFSM*.

The following KPIs measure the project branding and the communication material:

K1.1 - Project Website Unique Visitors: the reach of the project website is measured based on the unique visitor number. This KPI is measured with Google Analytics.

K1.2 – Project Audience: This KPI provides the number of recipients of project announcements and includes the number of social media group members, namely the followers at the project Twitter

account (>500 followers), at the SlideShare account and at the YouTube account. The KPI is measured using Twitter analytics services, by estimating the SlideShare views and followers and the YouTube views, likes and followers.

K1.3 - Dissemination Materials: It measures the number of different dissemination materials that will be created for offline promotion activities of the project.

K1.4 Project Videos: This KPI measures the number of project videos that will be prepared during the project lifetime (1 platform video in English, >3 videos with success stories & stakeholder interviews in English (at least one per pilot scenario) and >5 videos with success stories & stakeholder interviews in languages of each country (8)).

Nr.	KPI	Target Source		(M1-M12)	End of first period (M1-M18)	(M19-25)	End of second period (M19- M36)
K1.1	Project Website Unique Visitors	Own target setting	Annual Target	500	Sum: 1000	Sum: 2000	Sum: 2500
K1.2	Project Audience (Social Media Followers and Likes)	Own target setting	Annual Target	100	Sum: 300	Sum: 500	Sum: 600
K1.3	Dissemination Materials (Brochures, posters & banners)	DoA	Annual Target	2	Sum: 2	Sum: 3	Sum: 3
K1.4	Project Videos	DoA	Annual Target	-	5	Sum: 10	Sum: 13

The following KPI measures the project's campaigns:

K2.1 - Outreach to general press and media: This KPI measures the number of press releases and general public outreach activities. Based on the targets that are set, there are at least 2 press releases released each year on project stories & outcomes and at least 3 blog posts in EC publications. With regards to interviews, there are foreseen at least 3 interviews throughout the project lifetime in radio or TV

stations or newspapers and at least 2 interviews per pilot partner explaining the challenges, stories & successes of the project.

Nr.	KPI	Target Source		(M1-M12)	End of first period (M1- M18)	(M19-25)	End of second period (M19- M36)
K2.1	Outreach to general press and media	DoA	Annual Target	8	Sum: 10	Sum: 12	Sum: 22

The following KPIs measure the project science and technology outreach:

K3.1 - Publication of scientific papers in journals or conferences: This KPI measures the number of scientific publications related to the project to conference proceedings, journals and book chapters. There should be at least 5 publications to sector-specific (e.g. computer science, food safety) journals or conferences.

K3.2 - Promotion of targeted news items for stakeholders through specialized channels: This KPI measures the number of news items and blog posts published at the project website and other sites such as Medium and LinkedIn. There should be at least 10 news items published per year at the project web site or other thought leadership publication channels.

K3.3 - Organisation of webinars for food safety experts: This KPI measures the organization of webinars (at least 2 webinars per year), promoted through project website and other channels, towards presenting the project outcomes to food safety experts working on fields related with the project use cases.

K3.4 - Open days at partner premises: This KPI measures the number of open days organized at partners' premises inviting interested stakeholders to find out about *TheFSM* platform and try the produced tools and services. One open day per pilot country should be organized during the lifetime of the project.

K3.5 - Special interest groups in specialised forums, standardisation groups, global networks: This KPI measures the number of working groups or special interest groups that the project participates in such as Big Data Value Association, GFSI etc. There should be at least 5 representations of the project in such interest groups.

Nr.	KPI	Target Source		(M1-M12)	End of first period (M1- M18)	(M19-25)	End of second period (M19-M36)
K3.1	Publication of scientific papers in journals or conferences	DoA	Annual Target	-	2	Sum: 4	Sum: 5
K3.2	Promotion of targeted news items for stakeholders through specialised channels	DoA	Annual Target	10	Sum: 15	Sum: 20	Sum: 30
K3.3	Organisation of webinars for food safety experts	DoA	Annual Target	2	Sum: 3	Sum: 4	Sum: 6
K3.4	Open days	DoA	Annual Target	-	-	Sum: 5	Sum: 10
K3.5	Special interest groups in specialised forums, standardisation groups, global networks	DoA	Annual Target	1	Sum: 2	Sum: 3	Sum: 5

The following KPI measures the project business outreach:

K4.1 – *TheFSM* representation at Food Safety commercial exhibitions and trade fairs: This KPI measures the number of commercial exhibitions and trade fairs in which the project will participate. During the lifetime of the project the goal is to have at least 3 sponsorships and at least 5 booths in relevant commercial and trade events such as the GFSI Conference, the GMA Science Forum, World AgriTech, SQF etc.

Nr.	KPI	Target Source		(M1-M12)	End of first period (M1-M18)	(M19-25)	End of second period (M19-M36)
K4.1	<i>TheFSM</i> representation at Food Safety commercial exhibitions and trade fairs	DoA	Annual Target	2	Sum: 4	Sum: 6	Sum: 8

The following KPIs measure the project's policy outreach:

K5.1 - Outreach of policy & decision makers informing about project activities, outcomes, successes, societal impact: This KPI measures the number of policy events that the project will participate in. The DoA does not define numbers per project year. Thus, we have set our own target based on our experience from other similar EU projects.

K5.2 - White paper to inform decision makers of DG AGRI, DG SANTE and DG CONNECT: This KPI measures the number of white papers that the project will prepare towards informing decision makers from DG AGRI, DG SANTE and DG CONNECT.

K5.3 - Localized version of the white paper to inform national & regional government officials: This KPI measures the number of localized versions of the white papers that the project will prepare towards informing national & regional government officials.

Nr.	KPI	Target Source		Year 1	Year 2	Year 3
K5.1	Outreach of policy & decision makers informing about project activities, outcomes, successes, societal impact	Own target setting	Annual Target	1	Sum: 2	Sum: 3
K5.2	White paper to inform decision makers of DG AGRI,	DoA	Annual Target	-	-	1

	DG SANTE and DG CONNECT					
K5.3	Localized version of the white paper to inform national & regional government officials	DoA	Annual Target	-	-	1

3. DISSEMINATION STRATEGY

TheFSM dissemination strategy will be based on the principles of inbound and digital marketing. According to Hubspot¹⁸, inbound marketing is about delivering solutions and opportunities that have a positive impact on people and businesses. Our inbound marketing strategy includes a number of different digital channels and types of content to attract all interested stakeholders to the project's website. But the foundation of the idea behind inbound marketing is that it's not enough to just attract people to the website or our social media; it is necessary to continue to support, and empower them well after they become followers. The essential way to ensure that *TheFSM* will create traction and boost user engagement is content generation - supported by three main tools (a content calendar, a sharing calendar, and a Top 250 relationships registry). In close collaboration with WP7, tailor-made content will be created on a regular basis, designed to address the challenges and needs of the targeted personas. In that way, *TheFSM* project will start to create traction within the food safety, data and technology landscape, attracting key stakeholders aiming towards building trust and credibility within the opinion leaders of this community.

The overall approach would be orchestrated around delivering value and useful insights for the targeted personas, presenting highlights of the key innovations, lessons learned from technology experimentation and immediate results from ongoing experiments. Apart from that, the key mission of the project's communication and dissemination channels is to foster the digital transformation of the European agri-food certification industry, by creating a unique blend of knowledge sharing, data- and fact- based insights and community empowerment. The tools and methodologies of inbound marketing will be utilized for attracting, engaging, and delighting stakeholders focusing on the value and trust of *TheFSM* innovations.

Given the fact that the project has a both deep tech and agri-food core (strongly connected to the partners representing these two dimensions) the online and offline presence should support both communities with a balance between technologic- and business- oriented tone of voice. This is the rationale behind the following dissemination strategy, a human approach for the data, tech, and business challenges faced by the targeted communities, presented in a comprehensive and value-driven way. This will nurture the identity of the project in the long term and allow for timely adaptation to fast-changing needs of the targeted communities in close collaboration with the other WPs and the consortium as a whole.

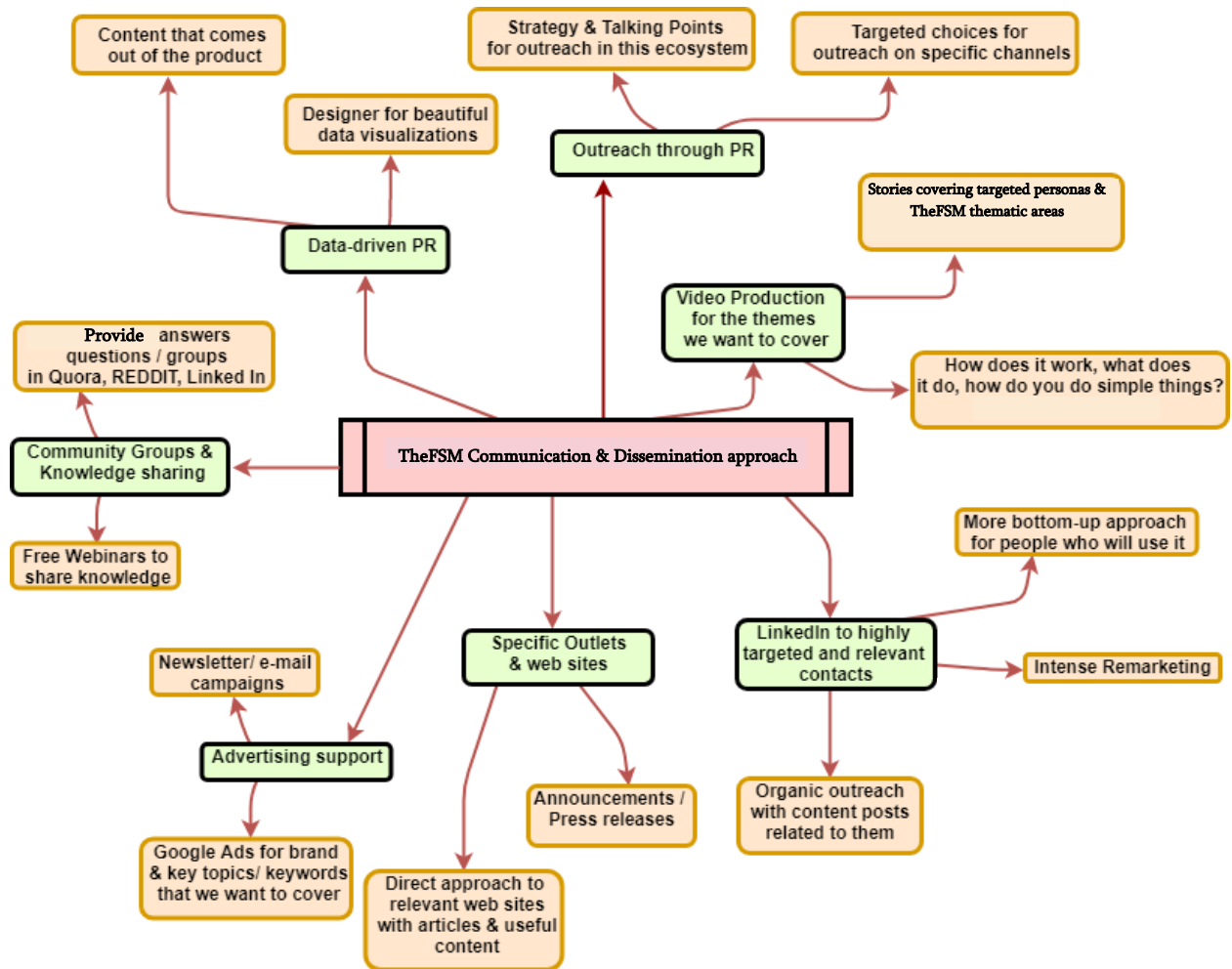
The dissemination strategy is based on a multifaceted blend of channels and activities capitalizing on the unique characteristics of the consortium: A coalition of SMEs paired with key R&I partners.

The combination of the inbound marketing approach along with the digital marketing means employed by all SMEs participating in *TheFSM* will allow for more targeted relationship building. Apart from that, the digital products of each participating SME, will create traction towards the final product of

¹⁸ <https://www.hubspot.com>

the project (*TheFSM* Data Marketplace) increasing the potential reach of all generated content, thus setting the ground for the exploitation of the project results.

An overview of the multifaceted dissemination approach that will be followed is demonstrated below.



The main aim of the inbound dissemination strategy of the *TheFSM* project is to attract a diverse community of stakeholders along with potential end users of the Data Marketplace. This strategy is based on the realization of the seven following priorities:

1. Data-driven PR
2. Outreach through PR
3. Video Production for the themes we want to cover
4. LinkedIn to highly targeted and relevant contacts
5. Specific Outlets & web sites
6. Advertising support
7. Community Groups and Knowledge sharing

In order to maximize the overall impact that the project promised, a well-orchestrated digital marketing and Public Relationships (PR) approach is considered to support the consortium. *AGROKNOW* as a WP7 leader, will set up: a messaging architecture for the overall content of the project along with supporting regional proof points for all external communication of the project, a social media strategy, a media story-bible for generating thought leadership media coverage and a media list aiming to increase the outreach of the project.

It is also considered to approach targeted market of the project by ensuring coverage and outreach through representative media outlets. As first case study, the UK market will be exploited since it is considered as one of the pioneering markets in terms of food certification and private food safety standards (e.g. TESCO NURTURE Module of GLOBAL G.A.P¹⁹). With Brexit on the horizon, the British public believes that future trade deals post-Brexit must ensure imported food is produced to the same standards as the UK according to the UK's farming industry. So, *TheFSM* project by leveraging the different data-powered tools from the consortium SMEs, may act as a credible information source that could provide the British public with reliable data.

Apart from the inbound marketing, special attention should be paid in upgrading the outbound marketing and the lead generation of *TheFSM* project.

3.1 Key actions for the first year of the project

In order to address the above-mentioned priorities, the set of the following actions is decided for the first year of the project:

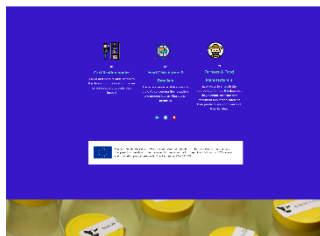
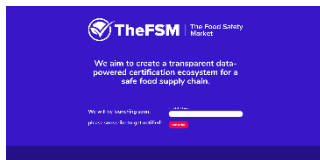
1. Development of the overall dissemination guidelines and practices in a document format, that would be shared to the project partners.
2. Preparation of a training package that will be used in targeted actions to inform & engage food safety stakeholders in the networks & communities that partners have direct access to.
3. Active involvement of the key associations working on food safety standards and mappings (e.g. GFSI).
4. Invitation of industry representatives representing the field of food safety and food certification in project events (physical or digital).
5. Active involvement in the Big Data Value Association (BDVA) and the corresponding working groups or task forces focusing on the agri-food sector and smart farming.
6. Preparation of press releases informing about the project for distribution in all partner countries.
7. Review consortium partners' websites and syndicate RSS & Twitter feeds of all partner sites/blogs with project's web portal & Twitter accounts. Ensure that all relevant resources (e.g. webinars) are part of the Open Food Intelligence knowledge hub.
8. Disseminate news on the launch of project through partners' internal mailing lists & knowledge sharing mechanisms.

¹⁹ https://www.globalgap.org/uk_en/for-producers/globalg.a.p.-add-on/nurture-module/

4. DIGITAL DISSEMINATION TOOLS & CHANNELS

This section provides the list of the project’s online dissemination channels that are used to promote its main outcomes and to attract the targeted stakeholders to active participation in its activities. The main online dissemination mean is the project website that presents all the project information and the progress so far. Additionally, the project social media are the key online channels for informing the target groups about the project outcomes and the project dissemination activities, like the presentation in key events (workshops and conferences) and the organization of project workshops.

4.1 Project Website



The project website (<http://www.foodsafetymarket.eu>) is the main online communication channel used to promote the project and increase the stakeholders’ awareness of the project activities. It provides general information about the project vision, objectives, progress and important results, workshops and other project events. Furthermore, the project website establishes connection to offline dissemination activities promoting them and providing print materials, scientific papers and official deliverables for download. Contact information of consortium partners can also be found on the website. For the population of the team page in the website, all CVs of all involved team members are collected at a shared space within the project website. Additionally, within Y1, team member interviews will be carried out and published in the website and relevant project channels.

The project website was launched on May 2020 (M4). The main pages out of which the website consists are: Home, About, News & Events, Pilots, Results, Contact. Until the website launch a designated landing page informing about the key objectives of the project was set up.

4.2 Social media channels

Apart from the official social media channels, the project needs the support and active involvement of all project partners through their organizational social media accounts. In order to increase the visibility and outreach of the project and its outcomes, it is suggested for partners to share, publish and retweet content from the *TheFSM* social media accounts and the *TheFSM* website. This action will result to increased traffic to all project-related work and also generate traction in the websites and social media of the consortium members.

Additionally, for interactive communication purposes, five (5) media channels will be set-up in order to expand the outreach of *TheFSM*. These are: a Twitter channel for promoting the material such as success stories and interviews produced within the project, a Slideshare account for uploading the presentations that are held with the project’s support, a LinkedIn account to connect with professionals on the topics of the project, a YouTube account for providing the recordings of the project webinars and other project promotional videos, a knowledge hub to disseminate project’s science oriented articles and a GitHub repository that will be used to disseminate the technical outcomes of *TheFSM*.

4.2.1 Twitter

TheFSM Twitter account (<https://twitter.com/thefsmeu>) was created on April 2020 (M3). During the lifetime of the project, the goal for the Twitter account traction is to have at least 500 followers and 500 tweets.

4.2.2 YouTube

TheFSM Youtube account (<https://www.youtube.com/channel/UCEfGNclCEAurc3i2MLLxu7g/>) was created on May 2020. At this media channel, stakeholders will have the chance to view recordings of the project webinars and other project promotional videos, along with partner content and events videos. According to the project KPIs, on this channel are going to be published at least 10 videos, including 6 webinars targeting food safety experts (during the project duration).

4.2.3 SlideShare

The SlideShare account of *TheFSM* was created on April 2020 (<https://www.slideshare.net/TheFSMTheFSM>). At this media channel, stakeholders will have the chance to check all presentations delivered by *TheFSM* partners presenting the project and its outcomes. Such presentations can be delivered during conferences, workshops, meetups, webinars, networking sessions and trade fairs. Throughout the duration of the project, this channel should include at least 50 presentations.

4.2.4 LinkedIn

A showcase page was created on LinkedIn (<https://www.linkedin.com/showcase/thefsmeu>) and the goal is to share updates on a weekly basis with relevant content. This content would be either originally generated by the project partners or would be content that is worth resharing from key influencers and opinion leaders of the food safety, food quality, certification, big data, blockchain sectors.

4.2.5 Github

For the technology and data-oriented communities that *TheFSM* is targeting, a GitHub account will be created.

4.3 Newsletter, Press Releases and Publications

One of the project's key communication mediums that will be used for communicational purposes is the regular newsletter within the target groups and stakeholders of *TheFSM*. The project will use this channel to run campaigns aiming to a variety of food supply chain stakeholders, technological and data providers. It is highly recommended to project partners to communicate the projects' objectives and proceedings through their organizational newsletter or mailing lists.

Moreover, in order to increase the outreach to general public and media, *TheFSM* will share publicly two press release per year on project stories and outcomes. Aiming to capture the interest of the

interested communities that are active in the consortium countries, it will be considered to cover the different languages of the project partners (i.e. English, Dutch, Croatian, Romanian, Slovenian, Italian, German, Bulgarian and Greek). For selected scientific communities that belong in the project's target groups, the goal is to publish (during Y2&3) at least five (>5) publications to sector-specific (computer science, food safety, etc.) journals or conferences that will be edited by project partners and other contributors pertaining the project and the outcomes of the different use cases. Finally, it is expected from all partners to provide a number of news items and blog posts during the project lifetime. Particularly, 10 during the first year, 20 during the second year and 30 during the third. All these news items and blog posts will be published in the knowledge hub and will be disseminated through the project's social media channels.

4.4 Digital marketing campaigns

In this section will be demonstrated all the digital marketing campaigns that will be organized during the project's lifetime. The main aim of these campaigns is to drive engagement, conversions and traffic to *TheFSM*. The core thematic areas of the campaigns will regard food safety and food certification. The number of the recipients of each campaign, the unique opens of each campaign as well as the unique clicks will show the impact these campaigns will have on the stakeholders.

4.5 Top Relationships

As mentioned in the rationale behind the dissemination strategy of *TheFSM*, the goal of the WP7 leader is to select and record all top contacts, within the targeted stakeholders' segments, that will help the consortium increase the impact of the project. The different segments spread across the food safety and certification sector including food-safety professionals, food industry representatives, technology partners, key influencers and opinion leaders, policy makers, food authorities and others.

The first step that will be realized within Y1 would be to record the main groups of stakeholders, in close collaboration with other WPs and then filter and select according to the project's priorities the relationships that should be nurtured further.

4.6 Community Groups and Knowledge Sharing

As it was mentioned above, *TheFSM* will be an active contributor to the digital transformation of the agri-food sector in Europe. For that reason, it was decided to setup early enough (M4) an online content hub especially focused to the food safety and certification professionals in Europe and around the world. The aspiration of this content hub is to become the single point of reference for the digital transformation of the food safety and food certification sector in Europe. The consortium will contribute to the setup and population of the Open Food Intelligence hub (www.openfoodintelligence.org), focusing on the creation of a powerful knowledge resource for food safety and food certification stakeholders. The hub will encapsulate a variety of content items - namely industry guidelines, blog posts, webinars, relevant food news, food authorities' updates, aiming to share relevant data and information among all interested stakeholders.

5. EVENTS

A key channel that will streamline the dissemination activities of the project is the one of the interactive events. Generally, the consortium aims towards organizing special sessions or workshops per pilots in the context of highly visible conferences that are held on annual basis. An analysis will be performed in order to ensure that *TheFSM* is represented in the industry events with the highest outreach around Europe and globally. Apart from organizing events and special sessions or workshops in conferences and trade fairs, the consortium partners will participate in policy events, conferences, hackathons, workshops and forums in order to disseminate the objectives and the outcomes of the project.

The foreseen activities that are linked to events organization throughout the project lifetime can be found in the following list:

1. Organization of events to identify relevant people within partner organizations to discuss about project & provide dissemination material package.
2. Invitation of relevant TÜV AUSTRIA teams to pilot trials.
3. Organization of presentations about *TheFSM* with internal scientific and/or food safety directors.
4. Organization of dedicated vision building session within Kick Off and after each review meeting.
5. Organization of project meetings co-located with training seminars that TÜV AUSTRIA GROUP organizes.
6. Organization of *TheFSM* sessions in major workshops and conferences with key industry prospects and clients.
7. Organization of series of webinars on topics related to each one of the piloting scenarios.
8. Organization of meetups with startups at partner premises & local startup events.
9. Arrange meetings with project officers in EC DGs, the Gates Foundation, the Hewlett Foundation, USAID, etc.
10. Organization of exchange meetings and joint workshops with USA clients & competitors.
11. Organization of open days: 1 open day per pilot country inviting anyone interested to find out about *TheFSM* platform and try the produced tools/services.
12. Participate & present to European industrial associations such as the, FoodDrinkEurope, COPACOGECA, etc.
13. Organization of *TheFSM* sponsorship, participation & booths in major food industry fairs and exhibitions such as the GFSI Conference, SQF, the GMA Science Summit, World AgriTech and others.
14. Participation in at least 8 commercial exhibitions and trade fairs.
15. Participation in at least 3 policy events.

6. ENGAGEMENT WITH SMES

The consortium implementing *TheFSM* has at its core a group of leading European SMEs that are implementing innovative ICT solutions. Some of them (i.e. *AGROKNOW*, *PROSPEH*, *AGRIVI*) have particular expertise and a proven track record in delivering solutions for agriculture and food supply chains. Others (i.e. *SAI* and *UBITECH*) have very strong technology knowhow with proven large-scale system implementations, ensuring that the data platform is robust, reliable and can scale. The partner coordinating the pilot activities is **Wageningen Food Safety Research (WFSR)**, a world class institute in topics related to food safety that also serves as the Dutch national food inspection authority and has strong bonds with food industry SMEs from the Netherlands. The **TÜV AUSTRIA GROUP** is represented by a selection of its subsidiaries that are based in various geographical regions in Europe and that are covering also nearby regions of relevance (such as North Africa and Middle East). **TÜV AU HELLAS** is one of the group members most active in agriculture and food certification, supervising the implementation of a variety of **GFSI**-recognised certificates and supporting nearby subsidiaries (such as **TÜV AUSTRIA Cyprus**, **TÜV AUSTRIA Jordan** and **TÜV AUSTRIA Egypt**) in extending their activities in the food sector. The participation of **TÜV AU ROMANIA** and **TÜV AU CERT** will bring on board client cases and business scenarios covering different types of supply chains, different types of products (ranging from fruit crops to meat products), and localised needs that can inform and validate the platform services.

The project has created a very good dissemination and awareness plan. The implemented activities have contributed to stakeholders (including innovators and SMEs) awareness about the project's results. The results can have a positive impact on SMEs, through facilitating them to access e-infrastructures and resources (i.e. datasets, models, analytics workflows, services) as part of their R&D activities. At the same time, the project can facilitate SMEs to become suppliers of novel methods and resources for the food safety industries i.e. to act as added-value suppliers of e-infrastructures and relevant resources. In order to substantiate these impacts, the partners will address and be engaged effectively with SMEs during the whole project lifetime.

The goal was to establish a link to a non-necessarily-food safety sector, which presents thematic overlaps with research communities already engaged in the scope of *TheFSM* activities.

7. DISSEMINATION MATERIALS

TheFSM dissemination team deploys an inbound communication strategy, enhanced with a wide variety of communication material that will be shared with stakeholders. The dissemination team will create and produce a set of promotional materials (i.e. banners and flyers) that will be used for dissemination purposes. The initial steps of the communication strategy were set up prior to the project’s kick-off (M2). These will be the development of project logo, motto line, social media icons and social media headers and banners, and all assets needed to communicate the messages of the project. Additionally, a presentation template and a document deliverable template were created in order to ensure visual coherence among the presentations that will be held from each project partner. Especially for the selection of the project branding, a collaborative approach was followed right after the online kick-off of *TheFSM*. An online poll was set up (<https://forms.gle/pQEZcTsdTVinAtfB6>), including the four different options that were prepared by *AGROKNOW* designers. All partners voted for the existing logo – and included comments that were adapted in the final logo version (also visible on the top left side of the heading of this deliverable). All additional options, and the voting page can be found on the Annex Section B.



Figure 1: TheFSM logo selection

All of the above-mentioned digital assets are available for each partner of the consortium in the Google drive folder of *TheFSM* project. During the project’s lifetime, additional material, such as promotional videos and success stories, will be produced to capture the attention of audience and demonstrate the impact of the project. In fact, for every pilot, video interviews of the actors involved (e.g. food scientists, food safety professionals, certification consultants, SMEs) will be produced in order to highlight the key achievements and advancements of the project.

Besides that, the consortium will prepare online and offline press publications in order to communicate the project objectives and vision via online and offline dissemination media. Moreover, white papers and discussion papers will be published by the consortium in order to attract key industry stakeholders and informs decision makers of DG AGRI, DG SANTE and DG CONNECT and national food safety and certification bodies around Europe.

8. COLLABORATION WITH OTHER INITIATIVES

Collaboration is essential for the consortium of *TheFSM*. Partners will aim to liaise with key initiatives focusing on food standards (e.g. GFSI), supply chain standards (e.g. GS1), agri-food data exchange (e.g. AgriXchange), other big data and ICT data platforms projects and BDVA-backed initiatives.

Moreover, **VALORITALIA**, a certification body that has already tested digital technologies in wine PDO certification, can set up a liaison with the ongoing EU H2020 project IoF2020 (<https://www.iof2020.eu/trials/vegetables/enhanced-quality-certification-system>) for further exploitation of the *TheFSM* platform.

During the project lifetime, each partner will be requested to create synergies with other initiatives covering overlapping thematic areas and fields of interest.

9. ANNEX A: PROJECTS COMMUNICATION CHECKLIST

For each of the dissemination tools and techniques that have been chosen for use, as illustrated in the following table, special communication measures for implementation have been decided that are accompanied with more detailed targeted indicators. In all cases, the stakeholders that are responsible for implementing each targeted indicator are defined along with the month that each measure should be implemented.

Communication Measures	Stakeholders	Targeted Indicators	Responsibility partner	Deadline
<i>TheFSM</i> branding & communication material, channels				
Develop project & platform logo, key messages, motto line, online & printed identity.	Project partners	1 project logo (various resolutions)	Agroknow	M1
		1 platform logo (various resolutions)	Agroknow	M1
		1 platform motto in all project languages	Agroknow (English, Greek) SAI (Bulgarian) Agrivi (Croatian) Prospah (Slovenian) TÜV AU ROMANIA (Romanian) UNIVIE (Austrian) WFSR (Dutch) VALORITALIA (Italian)	M3
		1 PPT template	Agroknow	M2
		1 document template	Agroknow	M2
		Set up project communication channels.	All	1 platform website (>2500 unique visitors, ~2 min average duration of

		visits, >5.000 page views)		
		1 Tweeter account (>500 followers, >500 tweets)	Agroknow	M1
		1 YouTube channel for videos (>10 videos)	Agroknow	M1
		1 Slideshare account for PPTs (>50 presentations)	Agroknow	M1
Produce project brochures, flyers, posters, banners.	All	1 project and multiple platform brochures	Agroknow	M2
		1 project poster/banner and 1 platform poster/banner	Agroknow	M3
Produce videos of <i>TheFSM</i> platform & success stories	All	1 project video in English (2 revisions)		M12 M24 M30
		>3 videos with success stories & scientist interviews in English (at least one per use case)		
		>5 videos with success stories & stakeholder interviews in languages of each country		
<i>TheFSM</i> campaigns				
Outreach to general press and media	Media, general public	3 interviews in radio or TV stations or newspapers		M12 M24 M30


		3 blog posts in EC publications (including DGs such as AGRI, CONNECT and SANTE)		
		2 press releases per year on project stories & outcomes		
		2 interviews per pilot partners explaining challenges, stories & successes in simple language (to disseminate through various channels)	Agroknow	
<i>TheFSM</i> science & technology outreach				
Publication of scientific papers in journals or conferences	Targeted beneficiaries/users	>5 publications to sector-specific (computer science, food safety, etc.) journals or conferences		
Promotion of targeted news items for stakeholders through specialised channels	Targeted beneficiaries/users, Technology providers	>10 news items per year at the project web site or other thought leadership publication channels (such as Medium and LinkedIn articles)		M12 M24 M30
Organisation of webinars for food safety experts	Targeted beneficiaries/users	2 webinars per year promoted through project web-site and other channels		
Open days	All	1 open day per pilot country inviting anyone interested to		

		find out about <i>TheFSM</i> platform and try the produced tools/services		
Special interest groups in specialised forums, standardisation groups, global networks	Targeted beneficiaries/ users, Technology providers	>5 representations to standardisation groups such as Big Data Value Association, GFSI etc.		
<i>TheFSM</i> business outreach				
<i>TheFSM</i> representation at <i>Food Safety</i> commercial exhibitions and trade fairs	Targeted beneficiaries/ users,	>3 sponsorships & >5 <i>TheFSM</i> booths in relevant commercial & trade events such as the GFSI Conference, the GMA Science Forum, World AgriTech, SQF etc.		
<i>TheFSM</i> policy outreach				
Outreach of policy & decision makers informing about project activities, outcomes, successes, societal impact	Funding agencies & donors	1 white paper to inform decision makers of DG AGRI, DG SANTE and DG CONNECT		
	National & regional governments	1 localised version of the white paper to inform national & regional government officials		


10. ANNEX B: LOGO SELECTION PROCESS

Vote for the FSM logo
Here are four designs propositions for the project logo. Vote the logo that you want to represent us!

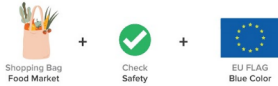
Option 1




Orange Food + Check Safety + EU FLAG Market




Option 2




Shopping Bag Food Market + Check Safety + EU FLAG Blue Color




Option 3




Farm Food + Box Safety + Shop Market + efsa logo Europe



Option 4



Check safety/certification + Firm food + W + efsa logo Europe



11. ANNEX C: OVERVIEW OF DISSEMINATION ACTIVITIES

Events Organized									
Event Name	Event URL	Partners Participated	Event Type	Nature of Contribution	Location (City)	Location (Country)	Date(s)	Audience	Participants

Events Attended									
Event Name	Event URL	Partners Participated	Event Type	Nature of Contribution	Location (City)	Location (Country)	Date(s)	Audience	Participants

Scientific publications								
Authors	Paper Title	Publication Type	Publication Venue	Publisher	Status	Publication Date	URL	Lead Partner

Press publications				
Publication Title	Publication Venue	URL	Type	Lead Partner