Towards a new zero food waste mindset based on holistic assessment

[D7.2] Detailed DEC Plan

Deliverable Nº	7.2	Work Package Nº	WP7	Task/s Nº	7.3, 7.4
Work Package Title	Impact maximisation				
Linked Task/s Title	Dissemination and Exploitation plan deployment, Design and implementation of communication actions				
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INDEX

FIGURES LIST

TABLES LIST

1. EXECUTIVE SUMMARY

The present document represents Deliverable 7.2 – Detailed DEC Plan. It has been developed as part of Work Package 7 Impact Maximisation– coordinated with all other project Work Packages.

ToNoWaste (Towards a New Zero Food Waste Mindset Based on Holistic Assessment) is a project funded by the Horizon Europe Programme whose objective is to overcome food waste with a multi-stakeholder and interdisciplinary approach that considers not only agronomic, economic, environmental, and business model challenges, but also other cross-cutting aspects such as psychology, law, and social innovation to fight also against gender and social inequalities.

ToNoWaste mission is to encourage actors in European food systems using science and evidence-based tools and lessons **learned to make better decisions towards more sustainable food production and consumption patterns.** Its main objective is to provide farmers, supply chain companies as well as consumers and policymakers with more objective, integrated, and standardized information about the impacts and global co-benefits of their daily actions. ToNoWaste will inspire them to co-create a portfolio of positively assessed pathways to shift Europe towards a healthier, more resilient, inclusive, and sustainable food production and consumption.

This project arose during the year 2021, trying to combine the research previously carried out by the different scientific institutions collaborating in the project with the need to respond to this crucial problem, not only to contribute to social development by reducing food poverty or improving the nutrition of our citizens, but also to reduce the environmental impact of wasted food, for example in terms of climate change, water use or waste generation.

To this end, scientific results will be transferred to reality, through how-to-create and test processes in the pilots developed in the cities of Valencia, Vienna, and Graz and in the follower regions and cities in Greece and Sweden.

ToNoWaste is formed by a multidisciplinary consortium led by Universitat Jaume I - **UJI** (Spain), and composed by Oesterreichische Akademie Der Wissenschaften – **OEAW** (Austria), Universidad de la Iglesia de Deusto – **UD** (Spain), Universitetet I Oslo – **UiO** (Norway), Wageningen University – **WU** (Netherlands), Hogskolan I Gavle – **HiG** (Sweden), Zenithwings – **ZEN** (Portugal), Eroski Scoop – **EROS** (Spain), Zabala Innovation – **ZAB** (Spain), Akaryon – **AKAR** (Austria), Fundacion De La Comunitat Valenciana para la Promocion Estrategica el Desarrollo y La Innovacion Urbana – **LNV** (Spain), Mercados Centrales de Abastecimiento de Valencia – **MERC** (Spain), Cuinatur – **CUIN** (Spain), Federacion de Cooperativas Agroalimentares de la Comunidad Valenciana – **CACV** (Spain), Strateco – **STR** (Austria), Caritas Der Erzdiozese Wien – **CARI** (Austria), Bio Ernte Steiermark – **BIO** (Austria), Zero Waste Austria – **ZWA** (Austria), Perspektive Handel Cartitas – **PERS** (Austria), Hälsinglands Utbildningsförbund – **HEA** (Sweden), Dimos Chalandriou – **HAL** (Greece) Dissemination and Communication activities are a core part of the ToNoWaste project and will ensure that the tools and results developed within the project are communicated and

exploited by relevant target audiences and achieve the highest impact possible. Moreover, in this project, the Communication and Dissemination strategy will have a component for improving local strategies in the cities.

The plan sets the general background and defines the objectives and identifies the target audiences, key for formulating the strategy. It then explains the tools, messages and tactics that will be used to reach those goals and stakeholders, as well as the operational plan for all activities during the project, providing a five-year general planning, and the moments when the actions will be implemented. Finally, the deliverable describes how the actions will be evaluated for ensuring the quality of all the activities.

2.   OBJECTIVES OF THE DEC PLAN

The main goal of the strategy is to maximise the impact of the activities carried out by ToNoWaste project, identifying further stakeholders and potential end user, and defining clear strategies to reach each target group.

This will ensure that the research results, the findings, and the pilots generated during the project are spread to key stakeholders to create value within the target communities and initiatives in the EU. This approach ensures that public funding will lead the progress and the positioning of EU as benchmark players within the global marketplace.

The specific objectives of the Dissemination and Communication strategy are the following:

- • Support the communication needs of ToNoWaste project and its partners.
- • Promote the activities related to other Work Packages, with special focus on the different engagement activities or participative workshops and encourage participation and the pilots created as a final milestone of the project.
- • Develop a communication and dissemination strategy to get significant impact among target groups and to deliver the messages about the project to all identified and relevant audience.
- • Implement an attractive brand and communication tools that contain the project's identity to maximize the impacts of the project.
- • Establish efficient and visible communication and marketing activities to support the general goals of the project and communicate the benefits of the project; economic, social, and environmental.
- • Disseminate the results of the project: create value within target European initiatives.
- • Engage other European initiatives and foster the cooperation and interaction with relevant initiatives at EU, national and regional level.

To achieve the goals, the plan includes the detailed methodology to package the knowledge produced according to the targeted audiences needs and serves as an internal communication tool within the consortium. In this sense, the project will:

1.   Identify the target audiences and stakeholders. Define concrete and measurable objectives for each group.

2. Implement an innovative and effective communication strategy, accompanied by a realistic plan to reach the above-mentioned objectives.
3. Set up the different D&C channels and tools that will be used to implement the strategy and reach the involvement of targeted audiences.
4. Monitor the impact of the communication strategy to apply corrective actions whenever necessary and identify opportunities that can maximize the impact and visibility of project results.

The general and specific objectives of the ToNoWaste Plan are aligned with the project's general objectives. ZABALA will be responsible for the Dissemination and Communication strategy. Benefiting from this background, ZABALA will coordinate its actions with the Communication team to disseminate actions and results through the available channels.

Moreover, all the partners count with an unquestionable positioning and capacity to influence and integrate internal dissemination strategies, by involving complementary research and communication departments to increase the impact of the project. ZABALA as Work Package 7 leader will coordinate these efforts together with the rest of the consortium.

2.1 Target Audience

The Dissemination and Communication Plan combines Dissemination and Communication activities to reach the main different types of audiences. The project has a very broad range of stakeholders which can be found at different levels: European, local, and regional.

Moreover, depending on the type of audience, dissemination or communication actions will be directed to them:

The targeted audiences and stakeholder are described below:

Table 1 Targeted audience

Target Group	Type of information	Dissemination channels
A. Consumers	i) Supply chain initiatives, products, labels, and standards fostering FWPR. ii) How consumer behaviour impacts on FWPR (WP1; WP4 and WP5)	Project website, social media: Twitter, LinkedIn. Contents for open learning labs.
B. Primary producers	Practical contents to learn how to apply farming FWPR in a sustainable way (WP1, WP5)	Practice abstracts, EIP focus group and workshops on FWPR actions for farmers.
C. Food makers	Practical contents to learn how to apply FWPR in recipes and pre-cooked food.	Open access to the project platform for professionals, Specific publications in the EU PLATFORM FOOD LOSSES AND FOOD WASTE, Guidelines and learning contents in project website, Technical workshops, Coaching services in urban food accelerators,
D. Supply chain	Practical contents about how small shops, supermarkets and logistic partners can implement FWPR and get data about the cost-benefit analysis	
E. HORECA	Practical contents about how Hotels, Restaurants and can implement FWPR (WP5)	

F. Public entities	Guidelines for implementing ToNoWaste principles in Food Public procurement for schools/hospitals (WP5)	European events to foster open discussion forums with all the stakeholders.
G. NGOs	Guideline for NGOs interested in public-private collaboration related to FWPR (WP5)	
H. Policy maker	Recommendations for implementing FWPR supporting schemes in city councils, etc. (WP6)	
I. Entrepreneurs and investors	New business models portfolio and profitability data obtained by other entities in the way (WP6)	
J. Research org.	Research results for further development (WP1, WP2, WP3, WP4, WP5, WP6)	Open access scientific publications, Research data in ZENODO, PhD dissertations, conferences, and workshops

3.   DISSEMINATION STRATEGY

WP7 focuses on maximising the project outcomes and its transformation into wider impacts.

The tasks related to dissemination in this work package are:

Task 7.3. Dissemination and Exploitation plan deployment (Lead: ZAB; Part: all; Dur: M1-M48):

The Detailed Exploitation, Dissemination & Communication plan will be submitted in M6, and it will be updated for each reporting period. ZAB will act as innovation manager & communication manager (ICM) to ensure the synchronisation between the industrial and dissemination exploitation pathways as well as to ensure the open access to relevant stakeholders.

Dissemination actions and IPR monitoring: ToNoWaste will elaborate a detailed description of targeted annual dissemination actions (publications, conferences, workshops...) the participants (leaders, revisors and other involved partners) and the procedures for to work with all the exploitation channels.

The partners will semesterly report to the ICM the industrial exploitation questionnaires so that the Executive Board (EB) can decide if the item should be protected for industrial exploitation pathway. Impact maximisation via networking and specific workshops with other projects and initiatives (see Part B, Section 2.2):

FOODRUS, REFRESH, AGRI-BRIDGES and FUSILLI H2020 projects due to detected synergies (see 1.2.2) and clustering with the sister project funded under this topic (HORIZON-CL6-2021-FARM2FORK-01-13), CHORIZO Project, by means of online technical workshops (see 2.2.1).

JRC, EIP-AGRI and EU Platform on Food Losses and Food Waste were contacted to; i) act as external advisory board and ii) participate in workshops. The resulting innovative

knowledge from this project will feed into the EIP-AGRI (The agricultural European Innovation Partnership) website for broad dissemination to practitioners. End-user material will be produced in the form of 100 summaries for practitioners in the EIP common format ("practice abstracts"). The project details will also be submitted to the platform with the first deliverable submission. CACV will lead this action in collaboration with all the participants to elaborate the contents.

Impact monitoring and assessment based on compilation of all the information about the events attended, upcoming events, other networking, and collaborative activities, as well as the impacts on Media for the press-clipping and the distribution of the communication materials. These will be the main indicators we are going to monitor to measure the DEC Return of the Investment (DEC-ROI). Monitoring and analytics like Google Analytics will be incorporated on the web and social media as a source of essential information for monitoring key indicators. The partners must provide all the relevant information and feedback.

Task 7.4. Design and implementation of communication actions (Leader: ZAB; Part: all; Dur: M1-M48):

Relevant communication activities: [1] creating and publishing visual representations (infographics) of information on ToNoWaste. It will be decided if the interactive infographics could be a relevant addition to the website, making the data more accessible and interactive to present complex information quickly and clearly; [2] providing effective support to dissemination and exploitation activities, and appropriate communication targeting various stakeholders; [3] fostering community building in collaboration with EIP-AGRI and EU Platform on Food Losses and Food Waste; [4] gathering feedback from relevant stakeholders through networking activities; and [5] monitoring and evaluating communication and dissemination activities.

Key communication channels: as described in section 2.2.2. Ensuring language and visuals are clear and appropriate considering inclusive language perspective. Development and management of the project website (AKAR): The website will provide an online hub for information on the project and its methodology and tools. Project communication and dissemination materials, events, and news will be posted on the website. Project partners will also promote the ToNoWaste project and its website through their respective websites and previous ongoing H2020 projects.

Partners will disseminate the results through a set of dissemination channels that include publications, participation in congresses, conferences, workshops, fairs and other events, organization of project's events, mobilization of key stakeholders' and associations, clustering with other projects and initiatives and open Innovation programmes.

4.   COMMUNICATION STRATEGY

Communication is targeted to multiple audiences beyond the project's community, including media and public; the communication process covers the whole project (including results). TONOWASTE will use communication to inform and engage with society and show

how they can benefit from the project's research, as well as for informing about the progress of the project.

TONOWASTE consortium members will actively use all available communication channels to promote the project and, to make sure results have proper visibility.

The communication measures are tightly coupled with the different dissemination activities. Activities will be focused in creating awareness by presenting the project to the main communities.

The communication activities include:

- The development of a visual identity composed by logo and style in different formats, in line with the project's key messages.
- The design, development, and exploitation of the project website with different tools to promote the results, the success stories and make visible the mapping of stakeholders and results achieved.
- TONOWASTE public communication consisting of journalistic articles, news releases and social media campaigns.
- The expected production of communication materials, in the different formats needed for the different channels, including the support materials for visibility and marketing in events and technical information.
- The creation and establishment of Social Media profiles (Twitter, LinkedIn, and YouTube).

4.1   Communication tools and actions

TONOWASTE DEC Plan aims at establishing a community of interest around the project and at maximising outreach and impacts, this plan will build an integrated Communication strategy to reach out a variety of stakeholders.

This means that the strategy will articulate all the communication efforts combining its presence in both offline and online platforms to reinforce the messages and cover all the audiences. The project will develop actions, strategies, and communication tools with the objective to add value to it and consolidate its image among all the audiences.

TONOWASTE consortium members will be provided with the materials created to promote the project and will be encouraged to use them actively to make the project visible. And will be posted in the project's internal repository, where all the consortium members have access.

The materials will be produced in English. Some of the materials, like the press releases, will be translated into Spanish by ZABALA, and each partner are free to translate them into their local languages, when necessary, always informing ZABALA's Communication team. The partners are encouraged to do the translation of the material, which is especially interesting to reach the local communities.

Table 2 Communication and Dissemination activities

Activities	Description	Target
Logo and presentations	Logo and presentation template for all partners.	ALL

Project website and positioning	An advanced website, providing information about the project, the demos, and the results, showcasing project's news and acting as channel.	ALL
Social media channels	Creation of a Social Media Strategy, and Twitter and LinkedIn communities	ALL
Communication material	Brochure with the general information of the project, roll-up, and banners for events	ALL
Joint events, workshops, round tables & networking	Events organised/co-organised by project inviting experts, researchers, clients, and industry audience from other projects.	ALL
Promotional video	Short video presenting the project (in English with subtitles or voice-overs in up to 5 languages)	ALL
Engagement for consumer campaigns	Enrol people to get feedback about the project and enlist onto the events. Pre/during/post campaigns on social media and the website with articles & communication tool kit for the partners	ALL

5.   TONOWASTE BRAND

ToNoWaste will start the implementation of the Dissemination and Communication activities through the development of the brand, that will provide the project its visual identity that reflects the key aspects of the project. The brand is composed by the name of the project and the logo.

Figure 1 TONOWASTE logo

5.1   Name

ToNoWaste is the branding name of the project title: "Towards a New Zero Food Waste Mindset based on Holistic Assessment". The abbreviation ToNoWaste can be found in two different uses depending on the specific situation: ToNoWaste or TONOWASTE. The uppercase font will facilitate and serve as highlight in long texts.

5.2   Logo

The logo has been created by the design team of UJI to make the project distinctive and recognisable, while having a personality that reflects its goals. In addition, the apple symbol and its location reinforce the word "waste" and allows the public to understand the main idea of the project in a visual way.

To create a cohesive representation of ToNoWaste it needs to be applied to all the tools created related to the project, from the external materials (such as presentations, brochures, social media, or videos) to all internal documents of the consortium members and stakeholders.

The colours used are:

Light green:

Pantone 368

CMYK: 60 / 0 / 100 / 0

RGB: 118 / 188 / 33

#75bb21

Dark green:

Pantone 343

CMYK: 89 / 39 / 75 / 49

RGB: 9 / 85 / 64

#095540

5.3   Typography

Documents typography: Open Sans. It is an accessible Google font that works well both on big sizes, as well as on the fine print. This is the font that will be used by the consortium members in any document and will be shared on the website and the Google Drive section.

Logo typography: All Round Gothic Medium. Used on the web.

Web typography: Open Sans. Used on the web.

Establishing the criteria for using in different formats, coexistence with other brands, correct and incorrect uses, etc.

To encourage the partners to use the visual identity of the project and ensure that the common identity remains consistent during the whole project, two templates have been created in Power Point and Word formats. The Power Point template will be mainly used for private or public presentations such as meetings, events, or conferences. The Word template is mainly for the submission of deliverables, press releases or all internal documents of the consortium.

Both the official brand guidelines manual and the templates have been published and released between the partners.

6.   DIGITAL MARKETING STRATEGY

The Digital Marketing Strategy in ToNoWaste project is based on the Inbound Marketing Strategy, which is a methodology that attracts people by creating valuable content and experiences tailored to them. This technique forms connections they are looking for and tries to solve problems or questions they already have. Therefore, by developing a pull strategy, bidirectionality, message acceptance and traffic to the project's website are favoured.

To reach this objective, the strategy can be divided in two lines of work: create regular quality content aligned with the interests of the stakeholder and, on the other hand, to stablish links between all the communication channels to direct the audience to the website of the project. Moreover, social media channels will be used as a complement to direct traffic to the website.

6.1   Website

The website of the project is the place where all the official information of the project is gathered. It is the entry point for external stakeholders to look for information about the activities the project is developing and a meeting place for all the stakeholders. The creation of the ToNoWaste website started in month 1 of the project and has been launched in month 3, after presenting it to the partners in a private meeting.

The main pillars of the digital strategy regarding the website will be:

1. The use of Search Engine Optimization (SEO) and quality content in the news section for improving the visibility of the website in the organic results (Content Marketing).
2. Stakeholders' engagement and creation of a community.
3. Social networks.

To get high search results and provide traffic to the website, it is essential to create quality content in the news section of the website. To build up audience loyalty, this news part will be periodically updated by ZABALA's communication team with content. Some of the content that will be produced include expert opinion articles, news and press releases about the progress or the main milestones, news related to European Policies, news related to organisations involved in the project, reports published related to technical issues of the project, interviews with experts, specialized publications, videos, infographics, webinars that can attract visitors to the website, etc. The social media channels will be used to promote it. To capture the user's attention and encourage users to stay on the ToNoWaste website, the generation of visual content for the website is essential: photographs, videos, infographics, etc. All this material will also be shared on Social Media profiles to attract new users. The website will also be actively promoted by all the partners on their own website homepages as well as on all their own communication channels such

as social media profiles or newsletters. They will also promote the content created for the website such as press releases or published articles.

The members of the consortium are requested to identify communication opportunities and offer information which enables the creation of articles on the website. Each of the partners must help providing complementary materials (such as piece of news, pictures from the workshop and the events, etc.) which can be later used for communication activities.

6.1.1 Website management and updates

AKARYON has managed the purchase of the domain (www.tonowaste.eu) and hosting and will oversee the design and development of the website of the project and will oversee the management of the website and the maintenance. The graphic chart and web design will be in line with ToNoWaste identity guidelines.

The web development plan will be agreed with ToNoWaste Communication team (made up of one member from each of the partners), the steering committee, and the coordinator of the project and it will be reviewed periodically.

6.2 Social Media Strategy

Social media channels are the third pillar of the digital strategy, and they are essential to attract visitors to the website. They will be mainly used to inform the audience about the new updates available to assure that all public outputs of the project published on the website reach its online dissemination potential.

The social media channels are also important to create a community around the project. They are an environment to interact with the stakeholders and where people can contribute to the project's posts, generate conversations between partners and with stakeholders and to get to know the audience.

These channels also facilitate the interaction with European institutions, relevant professionals, local authorities, policy makers and scientific/technical communities, so they are useful to inform and forge connections with them. Relevant professionals, local authorities, policy makers and scientific/technical communities as well as reach out to an interested public and media.

To reach a wider audience, the partners will contribute with their own communication and Marketing Departments and channels.

ZABALA is responsible for the management of the social media channels for TONOWASTE project and will update the accounts. The project already has presence in Twitter, LinkedIn, and YouTube. These channels went online soon after the project kick-off in month 1. Each of the channels have their own objectives and rules to follow, that will be explained bellow.

Furthermore, **hashtags** will be used to better segregate the project key topics and increase the visibility in the social media. Some of the recommended hashtags related to the project's topic are the following:

#ToNoWasteproject #TONOWASTE #NoWaste #HorizonEurope #FoodWaste #FoodWasteReduction

Hashtags can also be used to **store information on a single topic**, so that if users click on it, they can find it all together. To reach a wider audience, the partners will contribute with their own communication and Marketing Departments and channels.

6.2.1 Twitter

The credentials for Twitter are the following:

- @ToNoWaste – twitter handler
- #ToNoWaste – hashtag

The project's Twitter account will be used for the following actions:

- To look for **interactions** with influencers such as journalists, policy makers, investors, related bodies of the EC, other projects, media in the field of science and other relevant experts.
    - ▪ EU Accounts: @HorizonEU, @EU_Commission
- To **reach** an international audience of current and potential **stakeholders**
- For releasing bite-sized **project updates**: new publications, documents, development of the project, etc. If the tweet is referring to a content that it is on the website, the link to the full version will always be included to direct the traffic.
- For promoting **events** and informing about the development of each of them. If they are organised by the project, specific tags will be created for each case. If it is a participation in other events, the official hashtag will be used.
- To **share information of interest** from the project's point of view like relevant government policy changes, reports, or journal articles.

The Twitter activity can be used as a **metric**, for example showing the growth in followers or the number of people who are getting into the website. Web traffic reports will show the amount of traffic to your website that has been referred from Twitter, something important to test the effectiveness of the account.

6.2.2 LinkedIn

The credentials for LinkedIn are the following:

- ToNoWaste – LinkedIn handler
- #ToNoWaste – Hashtag

LinkedIn is the business-oriented side of social networking sites that allows for a different type of online connection: a **professional** one. The project page establishes a public image on a global professional level as a reputable and reliable project.

The LinkedIn professional online community promotes networking with individuals and groups. Most stakeholders and people interested in the project have an account in this social media channel, which is an opportunity to connect and nurture referral relationships. The main goal of the LinkedIn account is to be near the stakeholders and to make sure that news of the project reaches the ToNoWaste community. This will facilitate that they share the content with others, the audience is engaged, and the project can expand its global influence.

6.2.3 YouTube

As for YouTube, the platform will be created to post the video of the technical results the project will achieve, and more relevant videos related to the project. It is an easy-to-use platform accessible in multiple devices and will be used to upload the project videos that will be shared in social media. This repository of videos will include content like the presentation of the project, videos about the results, webinars, workshops, pilots, etc.

6.3   Supporting communication materials

The Communication materials package will be developed to present the project in an attractive way. All of them will include the visual identity of the project.

All the Communication materials generated about the project will be available on the website and shared with the partners through the project's repository and with their communication departments through email if requested. The materials will support consortium partners during diverse events, conferences, or workshops, where they can distribute the materials and promote the project. When attending an event, partners must inform with enough time in advance if they need some materials to be created.

ZABALA will oversee creating the materials and, before publishing them, they will be reviewed by the Communication Team.

6.4   Media relations

Establishing relationship with media at different levels (European, national, and local) is essential to reach all the target groups. ToNoWaste project counts on scientific value that can catch interest from the media, what can be positive to raise awareness, encourage stakeholders to participate, increase results and offer information about the project to the society.

Relationships with the media will be established through the Press Office of ToNoWaste, led by ZABALA **with the support of all the partners**. The partners will be essential to distribute the press releases of the project and to stablish relations to media or take advantage of the ones already existing.

The process of the press releases will be the following:

- ZABALA will create press releases in English. The content will be mainly focused on the project updates and milestones.
- The press release will be reviewed by the Communication Team (consisting of one nominated agent from every partner) and sent to the coordinator.
- The partners will translate the press release into their local languages, to disseminate it through the local media. ZABALA will translate it into Spanish.
- **The partners will send the piece to their Media Contacts.**
- The press release will be adapted to create a story on the website of the project.
- The information can also be included in the partner's own websites and shared in their social media accounts. This way, the impact of the press releases increases considerably.
- The partners will share with ZABALA the impacts of the press release in an excel file available in the project's document repository to be tracked and included in the Report on Dissemination and Communication Activities.
- The press releases will also be shared in the project's website and will be available anytime.

Press releases will be sent coinciding with the milestones of the project and most relevant events. Furthermore, the promotion of interviews and articles will be made in specialized media.

6.5   Networking

Specific activities will be done to reinforce the positioning of the project and foster the cooperation with relevant ongoing initiatives and clustering with ongoing national or international research and innovation activities. During the project, a common framework will be established for the dissemination of project results covering all communities involved to be better positioned.

As a result of the presence of several partners in key European committees, they will establish significant connections with on-going initiatives/projects such as the projects funded under the same call and objectives.

6.5.1 Networking actions

ToNoWaste consortium will participate in diverse groups at the EU level to promote their experiences within the collaboration between other projects:

- CHORIZO project: https://www.chorizoproject.eu/
- FOODRUS project: https://www.foodrus.eu/

Actions promoted by specific partners to establish synergies with other ongoing actions like platforms, clusters, networks, alliances, and communities at local, national, or international level:

- STRA-SWA-AKAR-OEAW: networking with other projects as GD-HIVE; TRAIN-CE-FOOD; Go EAThics
- WU: Samen Tegen Voedselverspilling – Foundation Together Against Food Waste and its stakeholders
- UiO and UJI will search collaborators in the Sustainable Market Actors Research Network.

6.6   Events

The participation in events as international conferences, congresses, workshops, exhibitions and fairs, webinars is key in the Dissemination and Communication Strategy. During project implementation, events will be organised to foster stakeholder engagement, including local authorities, researchers, and the general audience.

The main technological results will be introduced in the market through the participation in EU events, workshops, and cooperation actions.

Table 3 Technical workshops programmed

	Location	Date	Partners involved	Information	KPI's	Target group
Initial workshops in participant cities	Valencia, Graz, Vienna, Halandri and Halsingland cities	N/A	WP1, WP2 and WP6	7 workshops fostered by city councils,	30 attendants each one	All
Technical Workshop	N/A	N/A	Collaboration with FOODRUS partners and JRC; WP1 and WP2	Discussing IPR management and co-design of future SBF 1 workshop	30 attendants	J
Training	Valencia and Graz	N/A	WP2 and WP3	Use of the platform and calculation methods 2 venues and 2 editions=4 workshops	50 attendants each one	B, C, D, E, F, G, H, I, J
Online workshop	Online	N/A	WP4	Discuss social study results about consumer engagement in FWPR 3 workshops – 1 exante+2 export	50 attendants each one	B, C, D, E, F, G, H, I, J

EIP AGRI workshops with farmers	Valencia and Graz	N/A	N/A	2 workshops	100 attendants	B
Online discussion of the draft about new policies white paper	N/A	N/A	N/A	1 event	200 attendants	All
Training for companies	N/A	N/A	N/A	Urban accelerator HUBs about sustainable business models 2 venues and 2 editions=4 workshops	50 attendants each one	B, C, D, E, F, G, H, I, J
Technical workshops with all the WPs leaders from the two projects	ToNoWaste partners and Chorizo project partners	WP7	N/A	3 workshops	N/A	J

Table 4 European Events

European Events	Partners
Two large scale European events in Valencia and Graz with city councils.	All partners
Global Covenant of Mayors for Climate & Energy and Milan Urban Food Policy Pact	LNV and AKAR
SPAINSIF-EUROSIF – Europe-based national Sustainable Investment Forums	UJI and AKAR
Open access to follower cities and any other entity interested.	All partners
European Consumer Waste Forum	All partners

Results on scientific achievements in field test site validations will be disseminated among scientific community, industry, and further stakeholders in specific events. Events organised and co-organised, and that are expected to attend to are the following:

Table 5 Scientific Conferences and Journals identified

Scientific Conferences	EMAN Conf -The Environmental and Sustainability Management Accounting Network (UJI) Int Conference on Sustainable Development: Challenges and Opportunities (HiG) CSEAR Conferences- The Centre for Social and Environmental Research (WU) CONFINTEA-International Conferences on Adult Education (HEA)

	THE WORLD CIRCULAR ECONOMY FORUM – 2023 (Final congress - to be decided)
International Journals	24 collaborative scientific works in prestigious publications as Food Waste Management; Resources, Conservation & Recycling; Foods; Waste Management; Business Strategy and the Environment, Open Research Europe Platform, and 2 JRC publications about the new methodology.

6.7   Practical learning

It is planned to create practical learning contents as well as a whitepaper elaborated from the projects results and conclusions from the open discussion forums.

20 EIP-AGRI Practice abstracts per year, developed in collaboration among partners to create suitable contents for farmers. A total target number of 100 EIP-AGRI Practice Abstracts (PAs) is foreseen for the project.

- 1 annual learning content toolkit designed to foster two-way communication activities in schools shared to UNESCO-UNEVOC network (leader HEA and UJI, published on the website, UNESCO-UNEVOC and EU-platform of food losses and utilises in ToNoWaste Open learning labs)
- Open learning labs/summer schools in Valencia, Graz, Vienna, Halandri and Hälsingland to engage citizens, and EU Platform for Food Losses and Waste

The whitepaper will provide policy makers with a closer look at: ToNoWaste progress in FWPR and the relevance of the impacts achieved, comparative regulatory ecology analysis; and new supporting policies schemes prosed in the European final event.

6.8   Publications

The publications disseminate to stakeholders the main results of the project. Thus, academia partners will dedicate strong efforts in publishing scientific papers under the framework of globally recognized scientific conferences and journals that count with a high impact index.

1. The publications must always be free and open available via online with green or gold open access. Prior to publish any scientific publication, the partners involved will contact 45 days in advance the whole consortium for revision and validation of the publication. Moreover, the publications funded by the project will be uploaded to specific bibliographic social networks no later than 6 months after its original date of publication.
2. The project partners will have to provide open access to all scientific peer-reviewed publications relating to its results and will be stored in an Open Access repository according to _Article 16: Intellectual property rights (IPR) – Background and results. Access rights and rights of use._ These publications will be uploaded to the open-access repository.

The Open Access publications will be available on the project website, including articles summarizing the scientific publications in a divulgated way and shared through social channels.

7. KPI'S AND MONITORING

Analytics are an essential source of information for measuring the impact of Communication and Dissemination actions. Monitoring and analytics will be incorporated in the ToNoWaste Communication strategy to analyse and measure the Return of Investment (ROI) in communications.

ZABALA will coordinate the actions related to measuring the impact of the communication activities, with the collaboration of all the partners in the project. The analytics will be incorporated on the website, social media, and other communication processes as a source of essential information for monitoring key indicators (KPIs).

Each member of the consortium, that make use of the communication tools and channels, must provide feedback about the impact achieved with their efforts. This information is essential to test and update the strategy and to fill the **Dissemination and Communication Activities Reports** once a year and since the start of the project. The indicators will be systematically analysed and shared in all dissemination updates and project meetings.

To keep track of the evolution of the Communication Strategy, the following Key Performance Indicators (KPI's) will be considered:

Table 6 KPIs Table

Activities	Description	KPIs	Target
Logo and presentations	Logo and presentation template for all partners.	N/A	ALL
Project website and positioning	An advanced website, providing information about the project, the demos, and the results, showcasing project's news and acting as channel.	≥10,000 visits / project (cross-linking, traffic from RESILIANCE social media accounts, referencing& SEO)	ALL
Social media channels	Creation of a Social Media Strategy, and Twitter and LinkedIn communities	2 tweets/week and 400 followers; 100 followers on LinkedIn	ALL
Communication material	Brochure with the general information of the project, roll-up, and banners for events	N/A	ALL
Joint events, workshops, round tables & networking	Events organised/co-organised by project inviting experts, researchers, clients, and industry audience from other projects.	4 periodic events for periodic meeting	ALL

Promotional video	Short video presenting the project (in English with subtitles or voice-overs in up to 5 languages)	≥600 views on YouTube, ≥200 views on Twitter	ALL
Engagement for consumer campaigns	Enrol people to get feedback about the project and enlist onto the events. Pre/during/post campaigns on social media and the website with articles & communication tool kit for the partners	+750 people feedback	ALL

7.1 Tracking tools

With the aim of evaluating and measuring the different actions, the following monitoring tools will be defined in the Communication Plan:

- **Matomo** is a powerful tool for monitoring the project's website: it is useful to know mainly the origin and the time when traffic reaches the ToNoWaste website. It will also be used to prove if social media campaigns are achieving the goal to direct traffic to the website.
- **Google Alerts**: Google organic search and the partners feedback will give the project information about the news that have been published in media (press clipping), so that we can test the effectiveness of the press releases and networking.
- **Social Media Analytics** are essential to get to know the ToNoWaste community and their behaviour towards the project. Each Social Media Channel has its own tracking system.

8. MANAGEMENT OF COMUNICATION

8.1 Communication team

ZABALA is the leader of the WP: Impact Maximisation. The actions and processes will be coordinated with UJI (leader of the project), and the rest of the members of the consortium through the Communication Team.

This team consists of, at least, one member of each partner and the designated media representative(s) from each of the Communication/Marketing/Business Departments of every partner organization. The main objectives of the Communication Team are to identify suitable opportunities to communicate about the project and to ensure that all communication material correctly reflects the R&D content of the project.

Designated media contact person(s) from each organisation is directly responsible for answering questions on communication issues, and for reviewing, commenting on, validating the communication material produced within the framework of the project. In addition, the media contact person is also responsible to ensure the internal validation of the content/material by its respective organisation, contacting the relevant internal technical/scientific team at their own criteria. It is also important to ensure smooth communication within their organisation about the project and its promotional activities.

ToNoWaste partners play a key role in the execution of the D&C Plan as they represent the most important ambassadors and multipliers for disseminating and communicating messages, achievements, and results towards stakeholders. **All partners are required by the Grant Agreements to disseminate their generated results,** and all are requested to contribute to communication and awareness raising activities.

The collaboration between the partners, the Communication teams and ZABALA is essential to ensure timely and accurate publication of project information on the project website and social media channels, as well as maximising the impact of the communication strategy and reaching the targeted audience.

8.2 The external communication procedure

8.2.1 Production of ToNoWaste communication materials

At project level, ZABALA is responsible for producing communication material such as press releases, general project presentation, project leaflets, website text, posters and banners, contributions to social media discussions and similar material.

All material produced by ZABALA are in English. If any partner wants to translate their materials into the local language, there is no problem. ZABALA will translate the material into Spanish.

8.2.1.1 Review and approval procedure

ZABALA will initiate all approval procedures for communication material, either upon own initiative, or upon request from a consortium partner who would like his/her communication material approved. Moreover, ZABALA will consult with the relevant partners on the content of the communication material to ensure the accuracy of the message.

- ZABALA sends out requests for review and validation of general communication material by email to the Communication Team.
- The Communication Team responds by email to ZABALA within the fixed deadline (depending on the nature of the material) with specific comments (in track changes) and feedback on the proposed material.
- The designated media representatives will react to the proposed communication material according to the following deadlines:

Normal deadline: 5 working days. The normal deadline applies to general communication material.

Urgent consultation: 2 working days. The urgent procedure applies to press material, as well as in cases where urgent input on some specific type of short publications/articles is required. When urgent input is required, this should be clearly indicated by the person initiating the approval procedure (i.e., in the email subject).

- Even in the case of no issues/comments, partners are kindly asked to respond to the request stating their approval and lack of comments.

- If no feedback is given within the allocated time by any of the partners, it is assumed that no objections are raised by the respective partner.

ZABALA consolidates feedback, resolves outstanding issues, finalises material for use and distributes it to all partners, in accordance with deadlines specified in the Description of Action. Media representatives from each partner are responsible for local dissemination and translation if needed.

8.2.2 Communication resources of project partners

As planned in the proposal, the partners are encouraged to involve their marketing and communication departments in the Project Dissemination and Communication Plan: links from their organization's website to the ToNoWaste website when it is ready, mentions in the accounts of Social Media Channels or translation of press releases.

In the case of the press releases the members of the consortium are asked to translate them into their local language and send them to ZABALA, as well as the impact on the media to build the project's press clipping.

8.2.3 Production of communication material in connection with the ToNoWaste project by the partners

1. Partners of the project may wish to publish information regarding ToNoWaste on their own websites, make presentations at relevant events and issue own press material that might contain information about the project.
2. All material produced by project partners must follow the review and approval procedure described above and should follow the guidelines below:
3. Project partners are asked to follow the corporate identity of ToNoWaste, comprising both a written identity and a visual identity, making it compatible with the own partner corporate identity.
4. Project partners should include in the communication produced the EU flag with the disclaimer.
5. Project partners are asked to ensure the accuracy of the information by always consulting the Description of Action.
6. Whenever possible project partners should use available material previously approved.
7. Partners are asked to send ZABALA a copy of the published document and press clippings to keep track of all dissemination activities.
8. Project partners should provide their contact details at the end of their presentations, articles, and press releases, but also present the ZABALA contact details.

8.2.4 Production of scientific communication material

To ensure that the visual identity of the project is respected in scientific communication material and to make sure that there is no conflict between communication and partners'

intellectual property rights, the partners willing to produce a scientific publication will have to follow the present procedure:

1. The partner informs the rest of the Technical Committee.
2. Once it has acceptance from the Technical Committee, the partner in charge of the publication sends UJI, the Committee and ZABALA the draft publication at least 20 working days before sending it for publication / 10 working days if the partner was the only one involved in the research.
3. UJI circulates the document to all the partners that have participated to the research. Partners have 10 working days to send back their comments. If there is only one partner involved in the research, the partner just needs the approval of UJI.
4. After making sure that all the comments are considered that there is no conflict with partners' intellectual property rights and that the visual identity of the project is respected, UJI gives their approval to the partner for the publication.

8.2.5 Visibility of EU funding

According to the EC Grant Agreement participants agree to:

- Promote **the action and its results, by providing targeted information** to multiple audiences (including the media and the public), in a strategic and effective manner and possibly engaging in a two-way exchange.
- **Disseminate results** — as soon as possible — through appropriate means, including in scientific publications.
- **Ensure Open Access** (free of charge, online access for any user) to all peer-reviewed scientific publications relating to its results.
- **Acknowledge EU funding** in all communication, dissemination, and exploitation activities (including IPR protection and standards) as well as on all equipment, infrastructure and major results financed by the action by using the wording and criteria specified in the Grant Agreement.
- Additionally, ToNoWaste project will establish close links to the communication team of the European Commission to make the results of the project visible in the EC Media Outlet, and interaction on the Social Media channels.

8.2.6 Support of the European Union

The support to the ToNoWaste project by the European Commission must be recognised in all the dissemination and communication tools and materials including this disclaimer:

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union. Neither the European Union nor the granting authority can be held responsible for them.

For more information, please refer to underlined articles 14 and 16 of the Grant Agreement, which includes these and other considerations regarding the dissemination of the project and the Open Access. All the beneficiaries of the project are committed to follow the guidelines

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union. Neither the European Union nor the granting authority can be held responsible for them

24

about the use of the EU emblem using it in their communication to acknowledge the support received under EU programmes.

Scientific and research publications must include this paragraph:

"The dissemination of results herein reflects only the author's view, and the European Commission is not responsible for any use that may be made of the information it contains".

9. TIMELINE

	2022				2023												2024												2025												2026									
	Sep	Oct	No	Dec	Jan	Feb	Ma	Apr	Ma	Jun	Jul	Ag	Sep	Oct	No	Dec	Jan	Feb	Ma	Apr	Ma	Jun	Jul	Ag	Sep	Oct	No	De	Jan	Feb	Ma	Apr	Ma	Jun	Jul	Ag	Sep	Oct	No	De	Jan	Feb	Ma	Apr	Ma	Jun	Jul	Au	Sep	Oct
Communication material	▓	▓																																																
Logo and visual guidelines	▓	▓																																																
Poster and roll-up							▓	▓																																										
Templates	▓	▓																																																
General Brochure							▓	▓																																										
Social Media	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
Twitter and LinkedIn go live	▓																																																	
Community Management	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
Social Media Campaigns				▓	▓																																													
Website	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
Go live				▓	▓																																													
Marketing tools implementation	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
News/content update	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
Work with Media	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
Press Release and milestones	▓																																																	