



**SHIFT-HUB**

D2.3

# **COMMUNICATION, DISSEMINATION AND EXPLOITATION PLAN**

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## Project SHIFT-HUB: Communication, dissemination and exploitation plan

|                              |   |
|------------------------------|---|
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| Abstract  |
|---|
| <p>The current document presents and defines a comprehensive communication, dissemination and exploitation strategy tailored on SHIFT-HUB goals and values. Through this plan, the reader will be able to understand deeply:</p> <ul style="list-style-type: none"> <li>• SHIFT-HUB brand identity;</li> <li>• Target audience and specific key messages to be delivered, based on their needs and opportunities;</li> <li>• Communication tools, channels and materials, among which website, newsletters, and press releases;</li> <li>• Dissemination tools and channels, including events, scientific publications and public deliverables;</li> <li>• An overview of the exploitation strategy.</li> </ul> <p>The communication, dissemination and exploitation plan is essential in order to guarantee a smooth collaboration with project partners, which will be aware of the efforts and goals to be achieved by the consortium,</p> |
| Keywords  |
| <p>Communication, Dissemination, Exploitation, Sustainability, Communication Plan, Communication strategy.</p>  |

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## Abbreviations and Acronyms

| Abbreviation, Acronym | Description   |
|-----------------------|---|
| WP                    | Work package  |
| D.X.Y                 | Deliverable X.Y   |
| T.X.Y                 | Task X.Y  |
| RIS3                  | Research and Innovation Strategy for Smart Specialization |
| KPI                   | Key performance indicators                                |

## 1 Executive summary

---

### 1.1 Introduction

The purpose of this document is to present and define a comprehensive communication, dissemination and exploitation strategy tailored on SHIFT-HUB goals and values.

It serves as Deliverable 2.3 - *SHIFT-HUB Communication, Dissemination, and Exploitation Plan*, which tackles various aspects in a holistic manner. These include:

- SHIFT-HUB brand identity;
- Target audience and specific key messages to be delivered, based on their needs and opportunities;
- Communication tools, channels and materials;
- Dissemination tools and channels;
- An overview of the exploitation strategy.

These components are defined throughout the entire Work Package 2, *SHIFT-HUB Communication, dissemination and ecosystem building*, particularly in Task 2.1 - *Communication tools and strategy*, as well as Task 2.3 - *Community events, networking, and matchmaking*.

The current document and, thus, communication, dissemination and exploitation plan aims to establish a strategy, including channels, tools, and content to reach and engage a wide range of stakeholders, ensure broad dissemination of project activities and results, and target the intended audience effectively.

The communication, dissemination, and exploitation strategy, along with related activities, will strive to achieve the following:

- Effectively reach the main target groups of the project through appropriate channels and messages, raising awareness about the project and its opportunities and encouraging participation;
- Provide valuable information about project activities, events, value propositions, services, and results to stakeholders at a pan-European level;
- Identify and collaborate with similar initiatives and organisations sharing a similar mission;
- Participate in ecosystem events to increase the visibility of SHIFT-HUB and organise community events that offer networking and matchmaking opportunities for Hub members.



Therefore, this deliverable consolidates the outcomes of Task 2.1 Communication tools and strategy, Task 2.3 *Community events, networking, and matchmaking*, and Deliverable 2.1 *SHIFT-HUB identity and communication toolkit*.

## 1.2 Methodology

The SHIFT-HUB team developed a specific and unique methodology to communicate and disseminate project activities and results to stakeholders and direct users. Thanks to the involvement and contribution by the whole Consortium, the strategy foresees the involvement of the target audience in three different levels:

- Locally;
- Nationally;
- Internationally.

This way, the results of the SHIFT-HUB project can have a strong impact on key stakeholders.

The aim of the strategy is to find the perfect way to communicate with stakeholders and direct users, having in mind the importance of their involvement in the project; disseminate the developed results targeting the establishment of a Smart Health Community with beneficiaries and to exploit them in the best possible way .

Related to the communication strategy, the lead partner IPPOCRATE AS, together with the Consortium will be proactive. The Consortium will implement a comprehensive communication strategy that will enhance awareness and engage key participants in the project and carefully planned communication activities, using compelling messaging in both content and delivery. For this reason, the Consortium will develop and offer an outline of various actions and tools to be employed to reach a broad audience and achieve a concrete impact, through collaborative efforts of all partners.

Hence, the primary focus of dissemination will be on sharing key findings, progress, milestones, and challenges within the Smart Health community in Europe. The consortium partners have extensive connections with prominent regional, national, and European networks, which is expected to enhance the project's dissemination and overall branding.

The overall objectives of the dissemination efforts are as follows:

- Implementing a comprehensive series of actions to reach the widest and most relevant audience possible with the generated results throughout the lifespan of SHIFT-HUB;
- Increasing awareness about the events and services related to SHIFT-HUB main topics;

- Enhancing stakeholders' visibility;
- Contributing to knowledge development in Europe and beyond;
- Ensuring that a broad range of innovation actors can access SHIFT-HUB results.

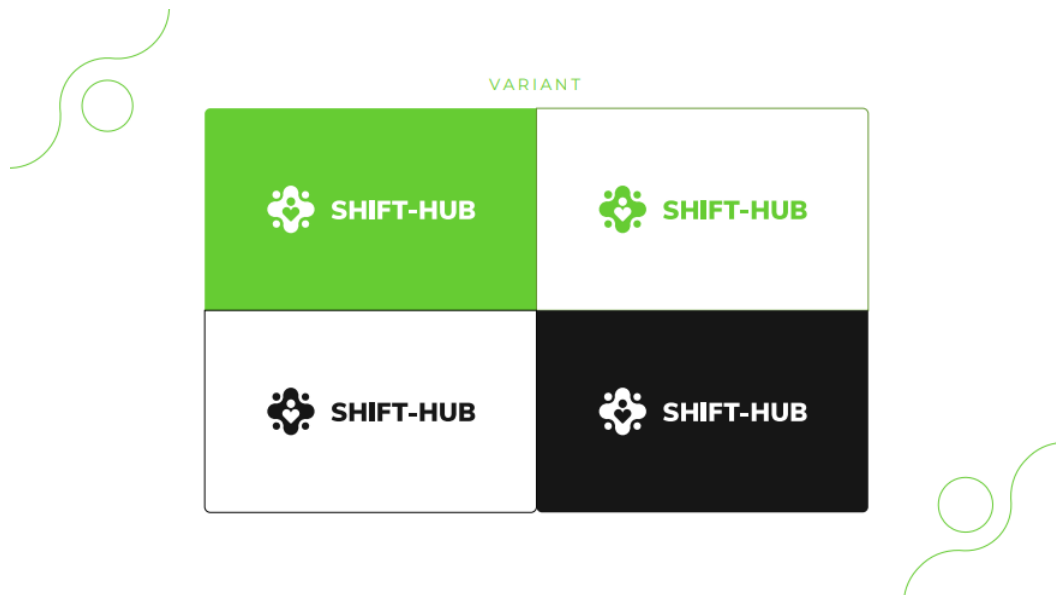
Finally, this plan underlines the approach for developing the Exploitation Plan, which involves several key steps. These steps include evaluating the planned results to identify any necessary additions or removals, determining the appropriate intellectual property (IP) strategy, supervising and guiding partner contributions, and conducting analyses to assess the value proposition of each significant outcome. The Exploitation Plan aims to maximise the project sustainability, thus the use and commercialization of project outcomes.

### 1.3 Brand Identity

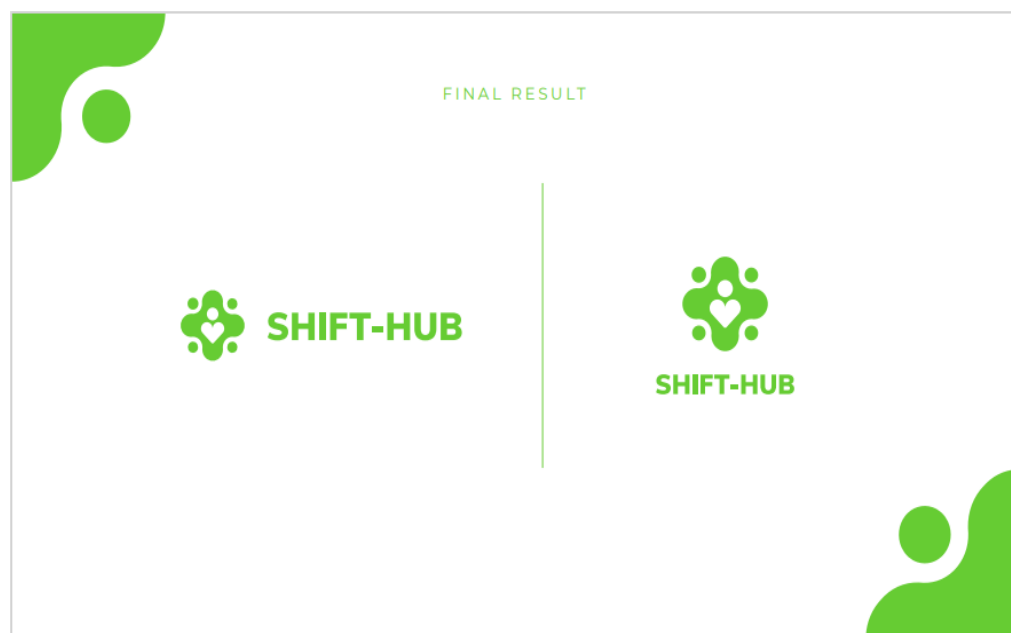
The SHIFT-HUB Brand Identity, including brand voice and visual identity, has been designed to reflect the project's mission and values, thought to be captivating and people-centred, as well as professional.

The brand voice is envisioned to establish a strong connection with the target groups, and in general it will be appealing, uplifting, friendly, and still professional. A well-defined brand identity and voice, thus the way SHIFT-HUB expresses itself and interacts with the target audience will allow end-users to gain a sense of what SHIFT-HUB represents and offers.

The visual identity refers to any visible element adopted to distinguish SHIFT-HUB communication. The first developed element has been the SHIFT-HUB logo; several logo versions have been designed in order to have a suited version of the logo for its various possible usages.



*Figure 1: Brand Guideline - Colour variants*



*Figure 2: Brand Guideline - Rectangular/square variant*

In order to recall SHIFT-HUB main topics and mission, 2 primary brand colours have been selected for the logo:

- **Green:** it recalls the concept of health and well-being, as it is well known that the colour green brings to mind both nature and carefreeness. both concepts which can associated with that of health;
- **White:** it is a colour often associated with health and the medical environment in general; it conveys a sense of “cleanliness” and safety.

It has also a graphic value as it is used to create contrast between shapes and background.

Concerning the typography, Montserrat has been adopted as a typeface for the logo: it is a very adaptable font, that thanks to its aesthetic simplicity can be used in various contexts including websites, publishing, branding, editorial, logos, print, posters, and so on. Therefore, it is particularly suited to be used for the tool (the logo) that has to be most “flexible”.

For the template of the documents (docx, ppt and deliverables), instead, it has been selected OpenSans as a typeface. Such font, with its natural and friendly appearance is very well optimised for print, web, and mobile interfaces, and has excellent legibility characteristics in its letterforms. Such latter characteristic, in particular, has been at the basis of our choice for this font as the main one for the “written” resources to be elaborated by SHIFT-HUB.

In order to guarantee a coherent internal and external communication, templates and materials have been produced since M1 and progressively updated and improved according to project partners’ needs, among which:

- **Deliverable Word template**, created for the purpose of writing complex reports, strategies and deliverables;
- **General Word templates**, created for the purpose of being used for agendas, notes, meeting minutes, etc.
- **PowerPoint template**, created for the purpose of visual aid in terms of presenting project’s main objectives, values, strategies, both internally and externally;
- A **generic poster** on SHIFT-HUB project ready to be used;
- **Three posters** ready to be customised by all SHIFT-HUB partners;
- **Four social Media templates**, adapted for LinkedIn and ready to be customised;
- **Newsletter banners**, both header and footer;
- **Press release template**, to be uploaded in SHIFT-HUB website within the News and Events section.

## 2 Communication Plan

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The SHIFT-HUB Communication Plan will strategically outline how to effectively deliver and convey information, key messages, ideas to achieve specific objectives. A well-developed communication strategy will provide the SHIFT-HUB consortium with guidelines on how to communicate about the project based on the target audience and channels used, and it will ensure that communication efforts are consistent, coordinated, and aligned with the overall goals and values of SHIFT-HUB.

With this purpose, this chapter will:

- Define and analyse the SHIFT-HUB target audience;
- Craft the related key messages to be delivered;
- Identify the key performance indicators and therefore communication goals to be achieved;
- Explore the SHIFT-HUB communication channels and tools used to communicate;
- Outline the communication strategy to implement to achieve the established communication goals.

### 2.1 Target audience

Identifying, defining and understanding the target audience of SHIFT-HUB activities and, thus, communication is essential to develop an effective and successful communication strategy, to ensure the achievement of SHIFT-HUB goals.

For each target group, a clear definition of who communication (and activities) will be referred to will be provided. Their specific context-based needs and opportunities stemming from SHIFT-HUB will be outlined. Taking into consideration these three elements, a key message will be crafted and tailored for each target category.

The target groups identified based on SHIFT-HUB goals, topics and activities are:

- Patients and Citizens;
- Health practitioners and public and private health organisations;
- Technology providers;
- Knowledge and infrastructures providers;
- Innovation intermediaries;
- Financial intermediaries;
- Public authorities.

### 2.1.1 Patients and citizens

|              |  |
|--------------|--|
| Target group | Patients and Citizens  |
| Definition   | <p>Individuals who:</p> <ul style="list-style-type: none"> <li>- Already use smart health technologies to monitor and manage their conditions or general well-being;</li> <li>- Are aware of smart health technologies yet don't know how to use them;</li> <li>- Are little aware of smart health technologies and don't know how to use them;</li> <li>- Are not aware of the wide range of smart health technologies and their benefits.</li> </ul> |
| Need         | <p>To be aware of smart health technologies, their use and benefits;</p> <p>To be aware of upcoming smart health devices and opportunities.</p> <p>This includes health literacy, digital literacy, and therefore empowerment.</p>   |
| Opportunity  | <p>SHIFT-HUB aims to make them aware of smart health technologies and their benefits. It will increase their knowledge on how to use them properly and what to adopt based on their personal needs, to monitor and manage their well-being. SHIFT-HUB will contribute to their behavioural change, from disease management to a preventive approach.</p>   |
| Key Message  | <p>Smart health technologies can positively affect patients' and citizens' relationship with their own health management routines.</p> <p>SHIFT-HUB will serve as a resource for patients and citizens to be empowered; through the project they can be provided with a showcase of such technologies and with educational resources to help fill the digital gap.</p>   |

*Table 1: Patients and citizens*

### 2.1.2 Health practitioners and public and private health organisations

|              |   |
|--------------|---|
| Target group | Health practitioners and public and private health organisations  |
| Definition   | <p>Health practitioners and public and private health organisations are end-users for primary (improved/personalised diagnosis and treatment application) and secondary (research) applications of Health Data &amp; Solutions and bring the medical expertise required to design, develop, and assess the solutions according to their area of</p> |

|             |  |
|-------------|--|
|             | expertise.   |
| Need        | <p>To be aware of the value of smart health solutions and the improvements they are likely to bring to primary and secondary applications.</p> <p>To understand how to integrate smart health solutions in their (health practitioners and public and private health organisations) daily practice and organisational processes.</p> <p>At an organisational level, health institutions need help in the implementation of safe, ethical, and interoperable systems, highlighting the importance of knowledge transfer on topics such as cybersecurity, data privacy and ethics.</p> |
| Opportunity | <p>To learn more about the smart health solutions and their benefits in primary and secondary applications;</p> <p>To improve health systems' efficiency, by seizing the opportunities brought by smart health technologies such as process digitalization and artificial intelligence;</p> <p>To take advantage of existing networks in the public and private health-related sectors to expand collaboration in multifaceted projects, increase funding opportunities and attract new investors.</p>   |
| Key Message | <p>Smart health technologies bring numerous opportunities to healthcare professionals and organisations, and SHIFT-HUB will help them to discover the wide range of smart health solutions, their applications and benefits, among which optimisation of processes of primary and secondary applications and results.</p> <p>In addition SHIFT-HUB will provide public and private organisations with a pan-European Smart Health Innovation Hub and funding opportunities.</p>  |

*Table 2: Health practitioners and public and private health organisations*

### 2.1.3 Technology providers

|              |   |
|--------------|---|
| Target group | Technology providers  |
| Definition   | Health Tech start-ups, SMEs and mid-caps developing hardware and software solutions with applications in the field of Smart Health.   |
| Need         | <p>To be aware about and have access to funding opportunities at national and EU level;</p> <p>To be informed on the demand for digital services stemming from private and public healthcare entities;</p> <p>To find partners, test their solutions, and scale up their ideas;</p> <p>To engage and collaborate with stakeholders.</p> |

|             |  |
|-------------|--|
| Opportunity | <p>To learn about funding opportunities at national and EU level;</p> <p>To take advantage of existing smart health-related networks;</p> <p>Engagement with stakeholders;</p> <p>Collaboration fostering in multifaceted projects;</p> <p>To attract new investors;</p> <p>To proactively find demand for their services.</p>     |
| Key Message | <p>Innovators, SMEs, and health enterprises have the experts, SHIFT-HUB has the resources, including:</p> <ul style="list-style-type: none"> <li>- guidance on investors and financing sources;</li> <li>- promotion and presentation of their profiles and innovation;</li> <li>- matchmaking &amp; networking events.</li> </ul> |

*Table 3: Technology providers*

#### 2.1.4 Knowledge and infrastructures providers

|              |   |
|--------------|---|
| Target group | Knowledge and infrastructures providers   |
| Definition   | Public and private universities and research centres are typically at the core of Digital Innovation Hubs, who have scientific and technological expertise, and thus, can support the industrial stakeholders in their R&D activities and technology development with know-how and access to infrastructures.   |
| Need         | <p>To support scientific research that aligns with European priorities –digitalization (Digital Agenda for Europe 2020) being one of them.</p> <p>To actively involve public and private organisations into exchanging knowledge and achieving harmonisation of procedures, services, and e-infrastructure.</p>   |
| Opportunity  | <p>To learn about funding opportunities at national and EU level;</p> <p>To take advantage of existing smart health-related networks;</p> <p>Collaboration fostering in multifaceted projects: with their scientific and technological knowledge, public and private knowledge and infrastructures providers can assist industrial stakeholders in research and development endeavours and technological advancement by providing expertise, know-how, and access to infrastructures;</p> <p>To convert their research in practical application(s).</p> |



|             |   |
|-------------|---|
| Key Message | <p>Thanks to SHIFT-HUB knowledge and infrastructures providers can:</p> <ul style="list-style-type: none"> <li>- gain collaboration and partnership opportunities, fostering knowledge exchange and fruitful networking;</li> <li>- enhance their reputation and visibility as key players in the field of scientific and technological advancements;</li> <li>- gain access to additional funding/resources and expand their capabilities, acquire advanced equipment, and attract talented researchers;</li> <li>- witness the practical application of their research outcomes;</li> <li>- gain research validation and feedback, refine their scientific approaches, and ensure the relevance and applicability of their work in industrial contexts;</li> <li>- ensure Intellectual property and commercialization opportunities.</li> </ul> |
|-------------|---|

*Table 4: Knowledge and infrastructures providers*

### 2.1.5 Innovation intermediaries

|              |   |
|--------------|---|
| Target group | Innovation intermediaries   |
| Definition   | Business support organisations (sectoral clusters, networks, hubs, incubators, accelerators, commerce chambers) able to support technology developers in advancing their Smart Health projects.   |
| Need         | <ul style="list-style-type: none"> <li>- Networking events and platforms: Bring together technology developers and potential partners; provide opportunities for developers to showcase their technologies and connect with interested parties.</li> <li>- Partner matchmaking services: Actively facilitate introductions between technology developers and potential partners; help identify suitable partners based on the developers' specific needs and goals.</li> <li>- Access to industry-specific databases: Many business support organisations maintain databases or directories of companies, investors, and other relevant stakeholders within specific industries. These resources can help technology developers identify potential partners based on criteria such as industry sector, expertise, location, or investment interests.</li> <li>- Mentoring and advisory support: Help developers identify potential partners based on their specific market entry or growth strategies; offer insights into</li> </ul> |

|             |   |
|-------------|---|
|             | <p>industry dynamics, market trends, and partnership opportunities.</p> <ul style="list-style-type: none"> <li>- Collaboration programs and initiatives: Encourage partnerships between technology developers and established businesses. These programs may include joint research and development projects, technology transfer programs, or innovation challenges that facilitate collaboration and partnership identification.</li> <li>- Market intelligence and insights: Business support organisations often have access to market intelligence and insights relevant to specific industries. They can provide technology developers with valuable information on potential partners, including market trends, competitive analysis, and industry dynamics. This knowledge can help developers target their partner identification efforts more effectively.</li> <li>- Access to funding and investment networks: Help technology developers identify partners who are willing to invest in or fund their projects (investors, funding networks). This assistance can be particularly beneficial when seeking partners who can provide financial support alongside other resources.</li> </ul> |
| Opportunity | <p>To learn about funding opportunities at national and EU level;</p> <p>To showcase the businesses and innovations they have been supporting;</p> <p>To establish new connections, find partners and stakeholders, and foster collaborations;</p> <p>To exchange knowledge and best practices;</p> <p>To offer matchmaking services and market intelligences.</p>  |
| Key Message | <p>Thanks to SHIFT-HUB's community and activities, innovation intermediaries have the chance to:</p> <ul style="list-style-type: none"> <li>- Increase their visibility and expand their network to a diverse range of stakeholders;</li> <li>- Incorporate value-added services to their overall support offerings;</li> <li>- Gain economic development and growth, including commercialization of innovative technologies, job creation, and industry advancement;</li> <li>- Enhance expertise and knowledge, by exchanging insights on emerging technologies, market trends, and industry developments;</li> <li>- Learn about new funding opportunities for themselves and the developers they support.</li> </ul>  |

*Table 5: Innovation intermediaries*

### 2.1.6 Financial intermediaries

|              |   |
|--------------|---|
| Target group | Financial intermediaries  |
| Definition   | <ol style="list-style-type: none"> <li>1) Private investors covering the various needs of the community according to the stages of growth of their companies (equity funding and debt) and thus offering financial support to start-ups and SMEs.</li> <li>2) Institutional investors, as well as national and regional development agencies in charge of financial instruments related to Research and Innovation Strategy for Smart Specialization (RIS3).</li> </ol> |
| Need         | <p>To identify investment opportunities that align with the RIS3 approach and contribute to the growth and development of innovation ecosystems.</p> <p>To be the first ones to spot promising technologies and invest at an early stage.</p>   |
| Opportunity  | <p>To have access to a new wide network focused on smart health innovation;</p> <p>To monitor emerging smart health technologies and identify the most promising ones to invest and thus, have economic income in the long-term.</p>  |
| Key Message  | Thanks to SHIFT-HUB displaying a portfolio of smart health innovations, in different topics and at different stages of maturity, financial intermediaries have the opportunity of contributing to the growth and development of innovative businesses, fostering economic growth within the community, and capitalising on the potential returns offered by these high-growth sectors.  |

*Table 6: Financial intermediaries*

### 2.1.7 Public authorities

|              |  |
|--------------|--|
| Target group | Public authorities   |
| Definition   | Regional and national innovation and/or development agencies in charge of policies, instruments and measures related to the RIS3.  |
| Need         | <p>To implement policies, instruments, and measures related to the RIS3;</p> <p>To address the specific needs and requirements of their respective regions or nations to drive economic growth, innovation, and the development of healthcare systems.</p> |
| Opportunity  | To have an overview of modern innovative smart health  |

|             |   |
|-------------|---|
|             | <p>technologies;</p> <p>To assess what the most suitable smart health technologies are based on their regional and/or national needs;</p> <p>To improve the quality of services provided while cutting costs, by implementing smart health solutions.</p> <p>To foster innovation ecosystems and create a conducive environment for sustainable economic development;</p> <p>To encourage collaboration among stakeholders and attract investments.</p> |
| Key Message | <p>Thanks to SHIFT-HUB, public authorities will be able to implement policies, instruments, and measures impactful for the healthcare systems, in order to:</p> <ul style="list-style-type: none"> <li>- Unlock the full potential of their regions;</li> <li>- Drive regional/national economic growth;</li> <li>- Ensure long-term sustainability;</li> <li>- Achieve economic resilience in the face of evolving global challenges.</li> </ul>       |

*Table 7: Public authorities*

## 2.2 Communication channels and tools

After defining the target groups and related key messages to deliver - tailored to their needs and preferences as well as to what SHIFT-HUB offers them and its added value - it is now essential to screen the different means of digital communication in order to effectively reach the aforementioned prospects.

In the following section, the communication channels and tools, as well as related KPI, to be adopted within the SHIFT-HUB communication strategy are outlined in detail.

### 2.2.1 Key performance indicators

In order to assess SHIFT-HUB communication progress and results in an objective analysis, quantifiable parameters to be achieved within the end of SHIFT-HUB are provided below.

|                        | KPI  |
|------------------------|------|
| LinkedIn Followers     | 600  |
| Website People Traffic | 2000 |
| Newsletters            | 6    |
| Newsletters recipients | 1750 |
| Press releases         | 6    |

*Table 8: Communication KPI*

### 2.2.2 Social media: LinkedIn

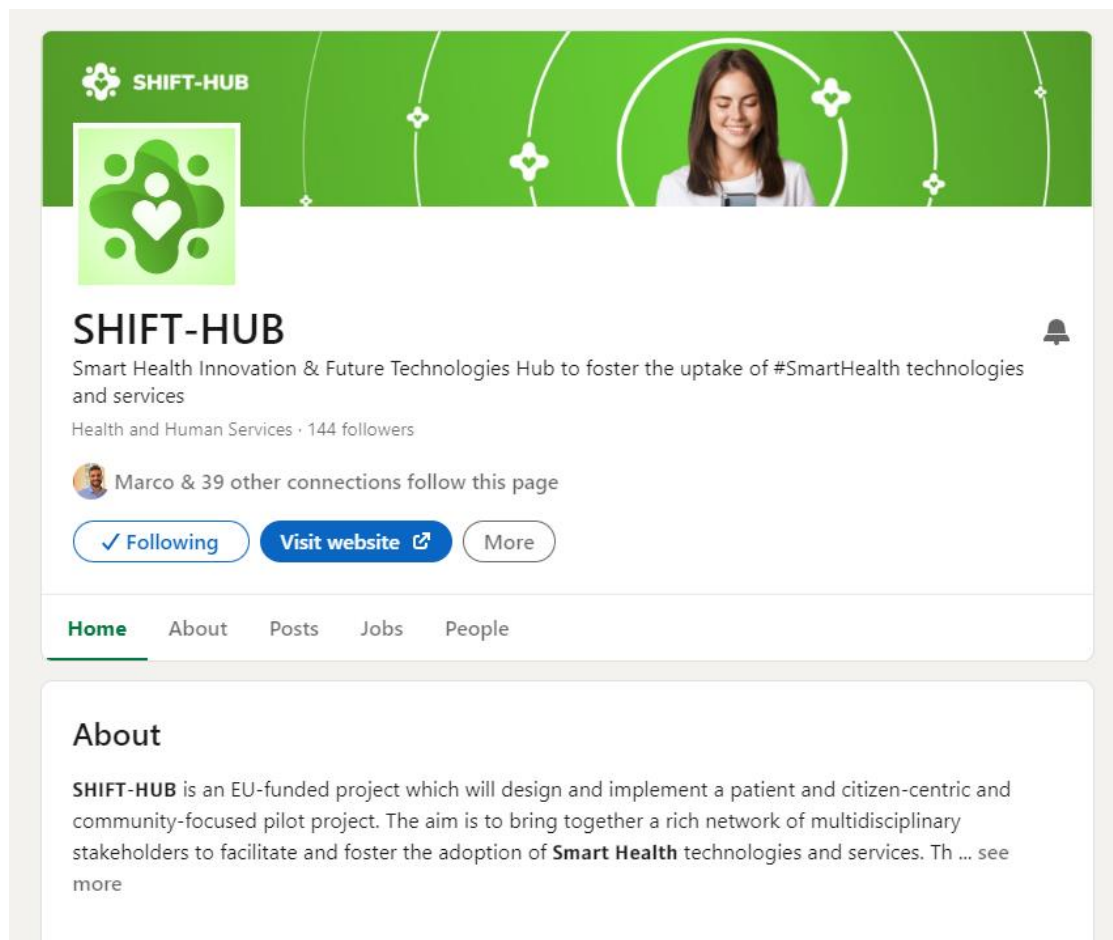
SHIFT-HUB presence on social media is foreseen with the purpose of reaching a wider audience, engaging target groups and stimulating their interaction, along with raising awareness and visibility on SHIFT-HUB goals, priorities and topics. Moreover, social media allows dissemination of information through real-time updates and timely communication, while growing the SHIFT-HUB network and facilitating collaborations and synergies. In addition, social media enables the SHIFT-HUB consortium to have access to valuable data and analytics that can be used for evaluating the impact of the communication strategy on relevant stakeholders.

The selected social media for SHIFT-HUB is LinkedIn, the professional networking platform widely used by individuals and organizations around the world to connect, collaborate, and share professional information. LinkedIn has been chosen due to its user poll, mainly consisting of professionals and practitioners, in order to raise awareness on the SHIFT-HUB project main topics and goals, and to attract potential collaborators, investors, or other interested parties.

- LinkedIn – [SHIFT-HUB](#)

| Current status    |     |
|-------------------|-----|
| Followers         | 144 |
| Search appearance | 53  |
| Unique visitors   | 73  |
| Post impressions  | 951 |

*Table 9: SHIFT-HUB LinkedIn account current status (updated to 21 June 2023)*



*Figure 3: SHIFT-HUB LinkedIn account (screenshot)*

### 2.2.3 Content Strategy

A SHIFT-HUB content strategy providing guidelines on how to effectively communicate has been developed and tailored taking into consideration the target groups, including key messages to be delivered, and the above mentioned selected social media channel.

SHIFT-HUB content strategy adopts a human-centric approach with an eye-catching, informal and friendly tone of voice yet clear and open to discussion content to involve and engage both non-technical audience and experts.

The content is created according to its purpose. Among the foreseen purposes of social media posts, it is possible to find:

- **Awareness raising** - about the SHIFT-HUB-related relevant topics;
- **Information** - about SHIFT-HUB progress, including public deliverables and milestones;
- **Activity promotion** - to invite and involve the target audience in the SHIFT-HUB project activities;
- **Engagement** - to stimulate the target audience to be more responsive on LinkedIn.

Usually, a post will consist of a picture, a video, a gif, or website page preview along with a caption. At the end of each caption, it will be possible to find SHIFT-HUB partners with a direct link to their LinkedIn company page, and a series of hashtags chosen based on relevance and popularity.

In order to plan, manage and monitor the project communication strategy and content to be shared, a SHIFT-HUB Editorial plan monthly-based has been created and kept updated by the SHIFT-HUB communication leader.

In general, at least 4 posts per month are guaranteed, thanks also to project partners' support.

### 2.2.4 Campaign Strategy

With the purpose of attracting and engaging the specific target groups identified by the consortium, necessary to reach the objectives set by SHIFT-HUB with a significant impact, a tailored effective campaign strategy has been designed and described below. The targeted campaign strategy will mostly adhere to the following structure:

- Mapping the relevant stakeholders;
- Defining the Campaign Objectives and key messages/value propositions;
- Employing effective communication channels;
- Organising shared content calendars;

- Measuring and optimising the campaign strategy.

### **Mapping the relevant stakeholders**

In the context of the SHIFT-HUB project, seven main target stakeholders have been identified: patients and citizens, health practitioners and public and private health organisations, technology providers, knowledge and infrastructures providers, innovation intermediaries, financial intermediaries, and public authorities. Stakeholders definitions, needs and the opportunities SHIFT-HUB are bound to bring them are outlined under 2.1 sub-paragraphs.

### **Defining the Campaign Objectives and value propositions**

The main objective of the communication campaign is to create a genuine, informed and proactive community of stakeholders that will benefit from the services of the project and from the interaction among themselves. In particular, it goes further from only informing and keeping the stakeholders informed. As a matter of fact, the aim is to gradually build interest and trust, as well as to increase the level of engagement and proactiveness during the onboarding phase. In order for the latter to be successful, the campaign strategy must be eye-catching and attractive, providing an overview of the project, its activities and benefits for involved stakeholders. After the onboarding phase, it is essential for the project to keep the stakeholders engaged through both timely communications – individual or specific for a target group – and organised relevant activities and events which stakeholders would benefit from.

As already mentioned in this deliverable, the wide range of target stakeholders requires a flexible approach to the communication activities and an impactful engagement is only possible through targeted messages to each group. Of course, this approach is particularly relevant for individual communication, while a more general stance could be taken for collective communication. Key messages for general communication purposes - targeting the general audience - can be all around informative on the activities of SHIFT-HUB and developed to raise awareness on the project relevant topics. The result will be a combination of individual and collective communication, able to reach all the specific target groups, in an effective and impactful campaign strategy.

### **Employing effective communication channels**

The communication campaign will employ a wide range of tools to reach and engage with the stakeholders. Some of these tools are already conceptualised and being implemented by the project and its partners, others are still under development or will start at later phases of the project. In particular, the list includes:



- Newsletter;
- Press releases;
- Leaflet;
- Social media;
- Mailing lists;
- Website;
- General project presentations;
- Strategic Focus Group on Smart Health;
- Community Platform;
- Memorandum of Understanding (MoU) to formalise collaborations;

Other possible activities that could be relevant for the SHIFT-HUB consortium partners is the organisation or participation in:

- Events, conferences and congresses;
- Workshops;
- Local or international community building activities.

Another aspect of the communication campaign consists of the involvement of multiple organisations that could significantly enhance the reach of SHIFT-HUB key messages. Each partner will be called upon sharing, disseminating, and promoting both the content produced and the general communication activities through their networks of organisations and key stakeholders to reach the targeted groups.

### **Organising shared content calendars**

The communication campaign, for both individual and collective channels, requires a joint and concerted effort between the project's partners. The main tools employed to reach and engage with stakeholders should be planned ahead and tracked in a shared manner. First, this approach would allow a timely and organised delivery of messages without issues related to the frequency such as "void periods" or "spam". Both could be detrimental to the engagement of stakeholders, especially in the medium or long-term. In addition, keeping the records of activities will feed in the essential data related to the KPIs linked to the dissemination tasks and will be of use internally for further optimization of the campaign.

### **Measuring and optimising the campaign strategy**

The impact of the communication channels will be registered in terms of audience reached, impressions, and engagement. For instance, as a general tool, social media engagement can be easily measured to keep track of all the engagement variables relative to the impact of SHIFT-HUB. A similar approach may apply to both the newsletter, mailing list and community platform. The measurement will feed into the analysis of the effectiveness of the messages delivered to the stakeholders' groups and their relative levels of engagement to the different

services stemming from the project. Subsequently, the fine-tuning of the communications format and content, along with the appropriate and evidence-based effective use of the different tools will enable a continuous growth of the SHIFT-HUB community and will contribute to the overall impact of the project.

### 2.2.5 Website

The SHIFT-HUB website is available at [www.shift-hub.eu](http://www.shift-hub.eu). The initial version of the website was developed in M3 of the project and will be regularly updated by the IPPOCRATE AS Communication Manager throughout the project's lifetime. The SHIFT-HUB website has been thought to be user friendly, with easy navigation and with a responsive layout - running on all mobile devices. It has been designed to be in line with the official brand identity and to be visually oriented, intuitive and interactive, with a friendly tone of voice - in order to target firstly all identified involved groups and stakeholders and secondly the generic public not strictly addressed within the project.

The website contains general information on the project, mainly project's key points, project's outputs, thus products and materials made available and for free to download as well as several call to action available through the following website sections:

**About** - This website section represents an overview of the project, innovation brought by the project, key numbers (project partners, involved countries, duration, grant), and SHIFT-HUB partners' logos.

**Consortium** - This website section will display SHIFT-HUB project partners' logos, description of project partners' profile, and role and contribution within SHIFT-HUB.

**Services** - This website section will show the service offer for each category of stakeholders in the target groups. This section is currently hidden, since content will be developed later.

**Resources** - This website section will make accessible to the target groups, stakeholders and generic audience all the public resources developed throughout the SHIFT-HUB project lifespan. This section is currently hidden, since content will be developed later.

**News and Events** - This website section contains all the news concerning the field of interest of the project written both by project partners and third parties (inserted in the website with a short introduction by project partners), the dissemination material developed during the whole life of the project (newsletters,

press releases, etc), as well as information about relevant events, namely those organized by SHIFT-HUB consortium, the ones in which a SHIFT-HUB representative participates as presenter, and those events significant for the topic.

**JOIN US** - This website section offers the possibility to join the project, namely to get information about one or more activities foreseen by the SHIFT-HUB project and eventually to get part of it (e.g., Living Labs activities, community events, workshops, etc). In addition, this section displays the main SHIFT-HUB contacts, the possibility to join the newsletter and to send a message to the SHIFT-HUB consortium directly from the website.

Each section displays a footer containing main contacts, a call to action to the project's newsletter, and a contact form through which all interested parties will be able to send a message to the SHIFT-HUB consortium directly from the website.

The content of the website will be shared using the different SHIFT-HUB channels, such as LinkedIn and newsletters, with the purpose of attracting target groups and interested parties to the website. The SHIFT-HUB website statistics will be regularly monitored by the SHIFT-HUB Communication Manager.

### 2.2.6 Newsletter

Period SHIFT-HUB newsletters are foreseen with the purpose of providing updates on the project activities and progress, raising awareness about the project core topics, and involving the target groups.

Throughout SHIFT-HUB's lifespan, a minimum of 5 newsletters will be created using Mailchimp and circulated via email lists. The email list can be joined via website, from the footer of each website section.

Content of the newsletter will be produced according to the SHIFT-HUB project progress, taking into consideration public deliverables and milestones.

Newsletter banners - both header and footer - have been created in M3 to be featured in the newsletters that will be developed by the partnership during the lifespan of the project.



*Figure 4: Newsletter header*



*Figure 5: Newsletter footer*

A general structure of the newsletter, which is likely to be slightly changed and adapted to its content, is presented as follows:

- Newsletter banner;
- Newsletter title;
- Project highlights;
- Project updates;
- Event promotion;
- Call to action.

### 2.2.7 Press releases

Throughout the project's duration, the SHIFT-HUB Consortium will develop and distribute a minimum of one (1) press releases in regional or local newspapers and

magazines per year. This is a general number that could be increased considering SHIFT-HUB results and activity implementation. This strategic approach aims to reach a wider audience and increase the project's visibility by highlighting its significant accomplishments. The list of press releases will be regularly updated to align with the project's milestones and achievements.

Indeed, press releases play a crucial role in this communication and dissemination plan:

- Press releases are an effective way to generate public awareness about SHIFT-HUB, its goals, and its accomplishments. By disseminating important information through press releases, the project can reach a wide audience;
- Provide an opportunity to attract media attention and coverage;
- Target to beneficiaries and direct users. This will allow the Consortium to tailor SHIFT-HUB mission and vision to the intended audience and increase the chances of reaching the right people who have a genuine interest in your project;
- Engage and inform stakeholders, including partners, sponsors, policymakers, and potential collaborators;
- Create a SHIFT-HUB long-term visibility with the possibility to generate interest and attention even after the initial release.

### 3 Dissemination Plan

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The dissemination plan is an essential component of any research or project, serving as a strategic roadmap for sharing and communicating project results, findings, and outcomes with the intended audience. It outlines the various activities and channels through which information will be disseminated, ensuring that the project's impact reaches beyond the immediate research community. This chapter aims to highlight the importance of a well-designed dissemination plan and its role in maximizing the visibility, utilization, and impact of project outcomes including:

- Events & Networking;
- Scientific publications;
- Dissemination of public deliverables.

#### 3.1 Events & Networking

SHIFT-HUB will organise physical and online events to engage the community, increase visibility for the project and its ecosystem, and facilitate interactions among members. To achieve this, the AUTH will prepare a detailed events agenda at the beginning of the project, including consortium events and relevant external events. The current agenda consists of 23 events; however, it will be regularly updated, with input from all consortium partners, at least every three months.

The consortium's primary objective is to co-host an annual conference called the "Smart Health Innovation & Future Technologies Conference" within OpenLivingLab Days and bring together academics and managers from various fields of innovation that can apply Living Labs and Living Laboratories to explore their benefits for ecosystem stakeholders. This conference aims to become a catalyst for the European Smart Health community. It will follow the annual call for papers process managed by ENOLL, particularly the Health & Wellbeing track chaired by Prof. Panos Bamidis and Dr. Evdokimos I. Konstantinidis (Founder and Research Group Leader at Thes-AHALL – The Medical Physics & Digital Innovation Lab of the Aristotle University of Thessaloniki - <https://medphys.med.auth.gr>).

The conference will bring together academics and managers from various fields of innovation that can apply Living Labs and Living Laboratories to explore their benefits for ecosystem stakeholders. Submitted papers will undergo peer review by referees appointed by the Scientific Steering Committee. Accepted contributions will be published in the Conference Proceedings of Open Living Lab Days with an ISBN number. Moreover, the ENOLL Scientific Steering Committee will select the best papers submitted to Open Living Lab Days for publication in a special issue of a peer-reviewed journal.

To enhance the dissemination impact, each consortium partner will promote SHIFT-HUB during the regular events they organise or attend at the regional, national, or European level. Throughout the project, three large cross-border networking events will be organised, focusing on specific business and technology topics. These will be paired with major ENOLL events and will ensure that:

- SHIFT-HUB gets a dedicated space where networking with living labs, companies, etc. can be facilitated;
- The project's results are disseminated to the respective market and communicated to all the target groups;
- An open call for scientific publications aligned with the track "Co-creation and Innovation in Health & Well-being Living Labs" is available.

Additionally, 100 regional events will be held to expand the community network and stimulate collaborations. The consortium members will also leverage existing major events where they participate, deliver presentations, and contribute to organising specific panels or tracks. These events may be held physically and/or online, utilising dedicated tools to facilitate matchmaking among participants.

### 3.2 Scientific Publication

The conference entitled "Smart Health Innovation & Future Technologies Conference" will bring together academics and managers from various fields of innovation that can apply Living Labs and Living Laboratories to explore their benefits for ecosystem stakeholders. Submitted papers will undergo peer review by referees appointed by the Scientific Steering Committee of the OpenLivingLab Days. Accepted contributions will be published in the Conference Proceedings of Open Living Lab Days with an ISBN number. Moreover, the ENOLL Scientific Steering Committee will select the best papers submitted to Open Living Lab Days for publication in a special issue of a peer-reviewed journal. The scientific papers presentation session, during the OpenLivingLab Days, will be sponsored by SHIFT-HUB.

Furthermore, in the context of ENOLL's activities and paired SHIFT-HUB events, an open call for scientific publications aligned with the track "Co-creation and Innovation in Health & Well-being Living Labs" will be available (<https://openlivinglabdays.com/call-for-papers-2023/>).

### 3.3 Dissemination of public deliverables

SHIFT-HUB deliverables are either sensitive – useful for the internal collaboration – and public. The last ones will be uploaded on the website and shared with stakeholders during events and through the newsletter and press release. Indeed, this is a good opportunity to promote project results with beneficiaries and target users. The public deliverables are listed below:

| N.   | TITLE  | WP  | LEAD PARTNER | TYPE                                 | DELIVERY MONTH |
|------|--|-----|--------------|--------------------------------------|----------------|
| D2.1 | SHIFT-HUB identity and communication toolkit                         | WP2 | IPPO         | DEC - Website, patent filings, video | M3             |
| D2.2 | Updated SHIFT-HUB identity and communication toolkit                 | WP2 | IPPO         | R - Document, Report                 | M6             |
| D2.3 | SHIFT-HUB communication, dissemination and exploitation plan         | WP2 | IPPO         | R - Document, Report                 | M3             |
| D2.4 | Updated SHIFT-HUB communication, dissemination and exploitation plan | WP2 | IPPO         | R - Document, Report                 | M18            |
| D2.5 | SHIFT-HUB community management platform                              | WP2 | EDSA         | R - Document, Report                 | M13            |
| D2.6 | Updated SHIFT-HUB community management platform                      | WP2 | EDSA         | R - Document, Report                 | M30            |
| D2.7 | SHIFT-HUB conference proceedings                                     | WP2 | AUTH         | R - Document, Report                 | M36            |
| D2.8 | SHIFT-HUB official partners catalogue                                | WP2 | UPORTO       | DEC - Website, patent filings, video | M36            |
| D2.9 | SHIFT-HUB Website launch   | WP2 | IPPO         | DEC - Website, patent filings, video | M3             |
| D3.1 | SHIFT-HUB catalogue of services                                      | WP3 | KINNO        | DEC - Website, patent filings, video | M9             |
| D3.2 | SHIFT-HUB catalogue of educational resources                         | WP3 | UPORTO       | DEC - Website, patent                | M12            |



|      |   |     |       |   |     |
|------|---|-----|-------|---|-----|
|      |   |     |       | filings, video                              |     |
| D3.3 | SHIFT-HUB planning of workshops                   | WP3 | AUTH  | R - Document, Report                        | M7  |
| D4.1 | SHIFT-HUB Smart Health solutions platform         | WP4 | COP   | DEC - Website, patent filings, video        | M12 |
| D4.2 | Repository of certified Smart Health applications | WP4 | MIPIH | DEC — Websites, patent filings, videos, etc | M15 |
| D4.3 | SHIFT-HUB Smart Health marketplace                | WP4 | COP   | DEC — Websites, patent filings, videos, etc | M30 |
| D5.1 | Stakeholders mapping and needs                    | WP5 | BEIA  | R - Document, report                        | M13 |
| D5.4 | E-learning gamified Smart Health app              | WP5 | IPPO  | DEC — Websites, patent filings, videos, etc | M15 |
| D6.2 | SHIFT-HUB's best practices guide                  | WP6 | S2i   | R - Document, report                        | M34 |

*Table 10: List of SHIFT-HUB public deliverables*

## 4 Exploitation Plan

SHIFT-HUB's exploitation activities will be developed under the **Work package 6: *exploitation, uptake, and sustainability (WP6)***. WP6 is meant to start on the second year of SHIT-HUB project; this part of the plan will be updated and modified, considering project's needs in M18, during the development of the deliverable **D2.4 *Updated SHIFT-HUB communication, dissemination, and exploitation plan***.

When it comes to the sustainability and exploitation efforts for SHIFT-HUB, specific activities and tasks to be shared with the whole Consortium will be designed to support the exploitation of project results by partners' members and external stakeholders, ensuring the uptake of these results. The aim will be to support community members, promoting offerings to peer initiatives and organisations across the EU, and collaborate with other ecosystem representatives in the field of Smart Health. By sharing lessons learned and fostering collaboration, the goal will be to stimulate adoption of project solutions and generate broader impacts in collaboration with peers. Most of this effort will be done in WP6 - *exploitation, uptake and sustainability* -, from month 18 until the end of the project, supported by the work developed by the whole consortium, mainly during the WP2 - *SHIFT-HUB Communication, dissemination and ecosystem building* - due to the continuous need to keep a communication line between SHIFT-HUB and both partner networks and future replicators. While no official exploitation has been required, the activities within WP6, alongside with its deliverables – especially D6.1 SHIFT-HUB Business Model and Plan – will be the backbone of the project's future exploits.

In a nutshell, thanks to the WP6 - *exploitation, uptake, and sustainability*, during the period M13-36, the Consortium will develop the following activities:

### T6.1: Developing the SHIFT-HUB Business Model with the aim to:

- Dive deep into SHIFT-HUB project results and compare them with similar hubs to outline sustainable business scenarios;
- Keep a close eye on SHIFT-HUB Key Performance Indicators (KPIs) to track progress and identify the most promising business opportunities;
- Craft a compelling value proposition for the Hub community members, ensuring quality service guarantees through continuous monitoring;
- Gather valuable feedback from community members through a dedicated survey to understand their experience with our services;
- Create a comprehensive business and financial model for SHIFT-HUB, clearly defining the value we offer to each target group and establishing revenue structures for long-term success.

**T6.2: Replication of the Projects and Scalability of the Framework with the aim to:**

- Engage various stakeholders from the Healthcare value-chain across different EU regions to replicate our project activities;
- Seek support from regional authorities to encourage experimental projects generated by our community;
- Identify potential replication scenarios, solutions, and approaches that cater to the specific needs of local ecosystems, promoting mutual learning;
- Collaborate with partners at the EU level to expand our reach and impact.

**T6.3: Linking SHIFT-HUB with S3 and Regional Initiatives and Policies**

- Establish partnerships with regional initiatives focused on Smart Health throughout Europe;
- Leverage the support of public institutions by aligning SHIFT-HUB actions with the objectives of Smart Specialization Strategy (S3);
- Connect with relevant representatives from other regions by participating in initiatives such as the S3 Platform, Vanguard Initiative, KICs, and engaging directly with regional governments;
- Host workshops using the Entrepreneurial Discovery approach to identify opportunities in relevant regions and foster cross-border cooperation.

**T6.4: Contributions to Regulation, Standardization, and Policy Making**

- Represent the SHIFT-HUB community in standardisation efforts led by well-known bodies like HL7, IEEE, IEC, and others;
- Contribute to standardisation activities that facilitate the adoption of SHIFT-HUB community's solutions in the market;
- Utilise the resources of the standards working group and partners' presence in technical committees of European standardisation bodies to provide SMEs access to the standardisation process;
- Act as a bridge between the community members and European policies and regulations, offering valuable input to standardisation initiatives and working groups.

## 4.1 Sustainability measures

As part of the upcoming activities of **Work package 6: *exploitation, uptake, and sustainability (WP6)***, an effort has been made to develop sustainability measures. These measures are a culmination of the tasks that will be carried out within this work package, which aim to ensure the project's long-term viability, maximise its impact, and promote the adoption of its solutions. By implementing these sustainability measures, SHIFT-HUB will foster continuous improvement, expand its community, facilitate replication and scalability, align actions with regional initiatives, and

contribute to regulation and standardisation efforts. This list presents a list of sustainability measures providing a roadmap for sustainable practices:

| SUSTAINABLE MEASURES   | SUSTAINABLE PRACTICES  |
|--|--|
| T6.1 - Continuously monitor and assess project KPIs, consolidated metrics, and progress towards targets  | <ul style="list-style-type: none"> <li>Regularly monitor project KPIs to assess the progress towards defined targets;</li> <li>Analyse consolidated metrics every three months to track performance;</li> <li>Use KPIs as a tool for continuous improvement and to identify areas for enhancement.</li> </ul>  |
| T6.2 - Establish collaborations and partnerships with ecosystem representatives, peer initiatives, and organisations to expand the community                         | <ul style="list-style-type: none"> <li>Seek opportunities to enlarge the community by attracting stakeholders;</li> <li>Identify and engage stakeholders who can replicate the approach and uptake the solutions;</li> <li>Collaborate with peer initiatives and organisations across the EU to promote the project's offerings;</li> <li>Leverage networking and partnership activities to connect with ecosystem representatives.</li> </ul> |
| T6.2 - Seek opportunities for replication, scalability, and the emergence of new projects through cross-border cooperation and interaction with regional authorities | <ul style="list-style-type: none"> <li>Create conditions and provide necessary resources for the replication of SHIFT-HUB results</li> </ul>   |
| T6.3 - Leverage regional initiatives and policies, aligning actions with Smart Specialization Strategies (S3) to increase support to community members               | <ul style="list-style-type: none"> <li>Establish strong synergies with regional initiatives in the field of Smart Health across Europe;</li> <li>Align project actions with Smart Specialization Strategy (S3) objectives;</li> <li>Leverage the support of public institutions and regional governments;</li> <li>Participate in initiatives like the S3 Platform, Vanguard Initiative, and KICs for collaboration opportunities.</li> </ul>  |

|  |   |
|--|---|
| <p>T6.4 - Contribute to regulation, standardisation, and policy-making efforts to ensure the adoption of community solutions and build trust in emerging innovations</p> | <ul style="list-style-type: none"> <li>• Represent the SHIFT-HUB community in standardisation efforts led by representative bodies;</li> <li>• Contribute to the activities of relevant standardisation organisations;</li> <li>• Facilitate the adoption of community solutions by the market through standardisation;</li> <li>• Stay informed about European policies and regulations and provide input to standardisation initiatives and disseminate that information to the SHIFT-HUB community;</li> <li>• Actively monitoring progress, engaging stakeholders, aligning with regional initiatives, and contributing to standardisation efforts, will allow the project to foster sustainable growth and create broader impacts in collaboration with peers. The implementation of these measures will be the responsibility of WP6 task leaders.</li> </ul> |
|--|---|

*Table 11: Sustainable measures and related practices*

The previous sustainable measures and practices will be used to develop and implement the two main deliverables of the WP6 - *exploitation, uptake, and sustainability (WP6)* with the aim to increase the support offered to the community members by promoting peer initiatives across EU and joining forces with other ecosystem representatives in the field of Smart Health and related areas.

The SHIFT-HUB exploitation and sustainability plan promotes peer learning and collaboration by sharing the valuable insights gained from implementing the project. Through this knowledge exchange, the Consortium aims to collectively identify the most effective practices and actions. By fostering cooperation among ecosystem members and with the support of policymakers, SHIFT-HUB strives to encourage the adoption of the solutions facilitated by our project activities. Additionally, thanks to the exploitation and sustainability strategy, the Consortium seeks to ensure the widespread use of projects' results, leading to broader impacts that extend beyond our immediate sphere through collaborative efforts with peers.

- D6.1 - SHIFT HUB business model and Plan;
- D6.2 - SHIFT-HUB's best practices and guide.

Effective communication strategies aligned with the sustainability measures will be crucial for the project's success. By following the above guidelines, SHIFT-HUB aims to effectively communicate its commitment to sustainability, engage stakeholders, and maximise its overall impact.

## 5 Impact & Conclusion

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The communication, dissemination and exploitation plan for the SHIFT-HUB project aims to effectively reach and engage a wide range of stakeholders, raise awareness about the project and its opportunities, and ensure broad dissemination of project activities and results. The plan tackles various aspects in a holistic manner. These include:

- SHIFT-HUB brand identity;
- Target audience and specific key messages to be delivered, based on their needs and opportunities;
- Communication tools, channels and materials;
- Dissemination tools and channels;
- An overview of the exploitation strategy.

The methodology of the plan focuses on involving the target audience at local, national, and international levels to create a strong impact of the project's results on key players. The communication strategy emphasises collaboration with similar initiatives and organisations and participation in ecosystem events to increase visibility. The plan also outlines the development of an exploitation plan to maximise the use and commercialization of project results.

The brand identity of SHIFT-HUB reflects the project's mission and values, with a human-centric and professional visual identity that appeals to both professionals and end-users.

The communication plan defines the target audience, crafts key messages, establishes communication goals, and explores various communication channels and tools such as social media, website, newsletters, and press releases. The content strategy adopts a human-centric approach with a friendly tone of voice to engage both non-technical audience and experts. The campaign strategy focuses on creating a proactive community of stakeholders and employs effective communication channels, including newsletters, social media, mailing lists, and events. The impact of the communication channels will be measured and optimised to ensure continuous growth and engagement.

The dissemination plan includes tools and channels such as press releases, scientific publications, and events to reach a wider audience and increase the project's visibility. The consortium partners will actively promote SHIFT-HUB during events and leverage existing networks to expand the community network and stimulate collaborations.

Overall, the communication and dissemination plan of SHIFT-HUB aims to effectively communicate project activities and results, engage stakeholders, and create a strong impact in the Smart Health community in Europe and beyond.

Finally, thanks to this Communication, Dissemination and Exploitation plan, SHIFT-HUB consortium aims to ensure and guarantee a real impact in short and long terms, allowing

the promotion of the SHIFT-HUB qualitative results event after the official end of the project.

Related to the short-term Impact, SHIFT HUB will:

- Increase Awareness thanks to the communication activities such as press releases, social media campaigns, and presentations at conferences, creating immediate awareness about the project and its objectives among the target audience;
- Transfer knowledge through scientific publications, reports, and workshops can facilitate knowledge transfer within the scientific community, enabling researchers to build upon the project's findings;
- Engage stakeholders by actively involving them in the dissemination process, fostering collaboration leading to valuable feedback and potential opportunities for further collaboration.

Related to the long-term Impact, SHIFT HUB will:

- Create a policy influence generating evidence insights or recommendations, that policymakers and regulatory bodies may consider incorporating them into future policies and regulations, leading to long-term societal impact;
- Develop scientific advancement contributing to the existing knowledge base, allowing other researchers to build upon the project's work and advance the field;
- Commercialise opportunities aiming to identify and pursue opportunities for commercialization, which can lead to the development of marketable products or services, generating economic benefits in the long run;
- Create societal benefits including improved quality of life, increased sustainability, or enhanced efficiency in relevant sectors.

It is important to note that the actual impact of the plan will depend on various factors, such as the quality of the research, the relevance of the findings, and the effectiveness of the dissemination and exploitation activities.



# **SHIFT-HUB**

## **Communication, dissemination and exploitation plan**



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