SHIFT-HUB

D2.4

Updated communication, dissemination and exploitation plan

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Updated SHIFT-HUB Communication, dissemination and exploitation plan

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Abstract

The current document presents and defines a comprehensive communication, dissemination and exploitation strategy based on SHIFT-HUB's goals and values.

Through this plan, the reader will be able to comprehensively understand the:
- SHIFT-HUB brand identity;
- Target audience and specific key messages to be delivered, based on their needs and opportunities;
- Communication tools, channels and materials, including website, newsletters, and press releases;
- Dissemination tools and channels, including events, scientific publications and public deliverables;
- An overview of the exploitation strategy.

The communication, dissemination and exploitation plan is essential to guarantee a smooth collaboration with project partners, by making them aware of the efforts and goals to be achieved by the consortium, and to ensure a strong and consistent brand identity along with an effective communicative approach.

Keywords

Communication, Dissemination, Exploitation, Sustainability, Communication Plan, Communication strategy.

Disclaimer

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Summary

List of Figures

List of Tables

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. Exccecutive summary

1.1 Introduction

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

It serves as Deliverable 2.4 – *Updated SHIFT-HUB Communication, Dissemination, and Exploitation Plan,* which covers 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;
- The exploitation strategy.

These components are defined throughout the entire Work Package 2, *SHIFT-HUB Communication, dissemination and ecosystem building, consisting of Task 2.1 - Communication tools and strategy, T.2.2 - Stakeholders onboarding and community building, T.2.3 - Community events, networking, and matchmaking and T.2.4 - Cooperation with peer initiatives.* Conversely, the exploitation strategy is developed and carried out under WP6, *SHIFT-HUB exploitation, uptake and sustainability.*

The current document aims to establish a strategy, including channels, tools, and content able to efficiently reach and engage a wide range of stakeholders, ensure a 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 T.2.1, T2.2, T.2.3 and T2.4, as well as 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 of and contribution by the whole Consortium, the strategy foresees the involvement of the target audience on three different levels:

- Locally;
- Nationally;
- Internationally.

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

The objective of the strategy is to identify the optimal approach to communicate with stakeholders and direct users, recognising the vital importance of their engagement in the project; to disseminate the developed results and exploit them in the best possible way.

Related to the communication and dissemination strategy, the lead partner IPPOCRATE AS, together with the Consortium will be proactive. The Consortium will implement a comprehensive communication strategy aimed at enhancing awareness and engaging key participants in the project. The strategy will involve carefully planned communication activities, that use 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 the 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 are expected to enhance the project's dissemination and overall branding.

The overall objectives of the dissemination efforts are as follows:

- To implement a comprehensive set of actions to reach the widest and most relevant audience possible with the generated results throughout the lifespan of SHIFT-HUB;
- To increase awareness about the events and services related to SHIFT-HUB's main topics;
- To enhance stakeholders' visibility;
- To contribute to knowledge development in Europe and beyond;
- To ensure that a broad range of innovation actors can access SHIFT-HUB's results.

Finally, this plan highlights the approach for developing the Exploitation Plan, involving 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.

The methodology in the current deliverable has not been updated from D2.3, as it resulted to be successful and consistent with the project's mission and objectives.

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, in a captivating, people-centred and professional way. This paragraph was reformulated compared to the dedicated space in D2.3, with the purpose of making it clearer and concise. Particularly, a distinction between the communication materials and templates has been made below,

The brand voice is envisioned to establish a strong connection with the target groups, and in general it will be appealing, uplifting, friendly, yet 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 clear understanding of what SHIFT- HUB represents and offers.

CREATE PROCESS

Various services around the person

The person and its health

Cross for health icon
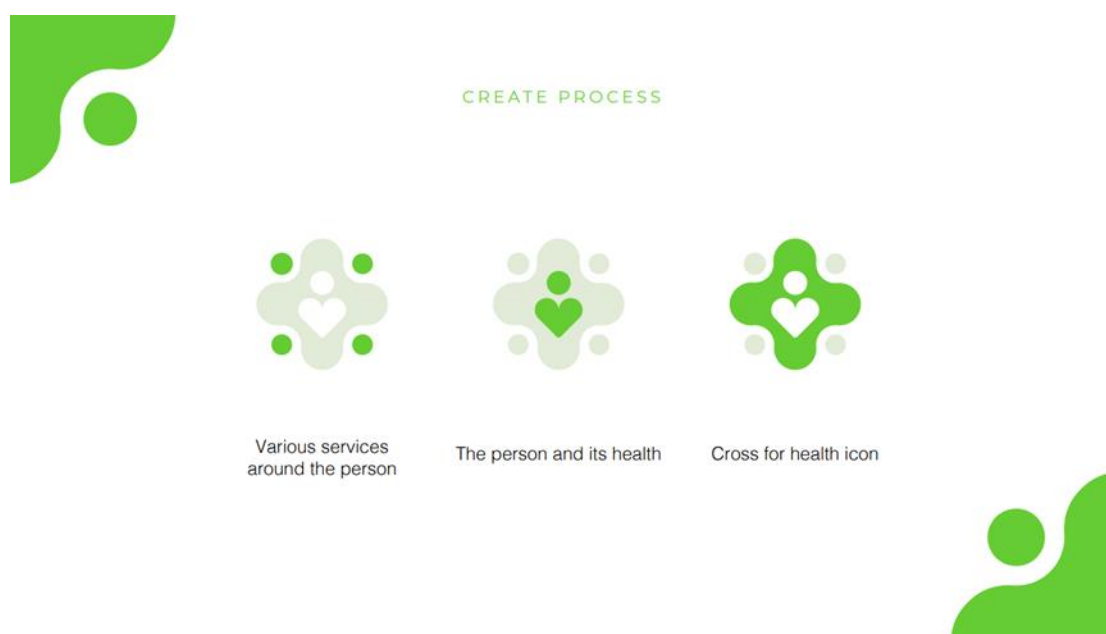
Figure 1 - Logo meaning

The visual identity refers to any visible element adopted to distinguish SHIFT-HUB's communication. The first developed element has been the **SHIFT-HUB's logo**. The logo comprises three key visual elements, highlighting SHIFT-HUB's commitment to fostering **health services**, prioritising the **patient and its health** at the centre of the project and representing the **healthcare field** on which the project is based.

With the intention of creating a complete visual identity of the SHIFT-HUB project, several different logo versions have been developed to meet every need and purpose.
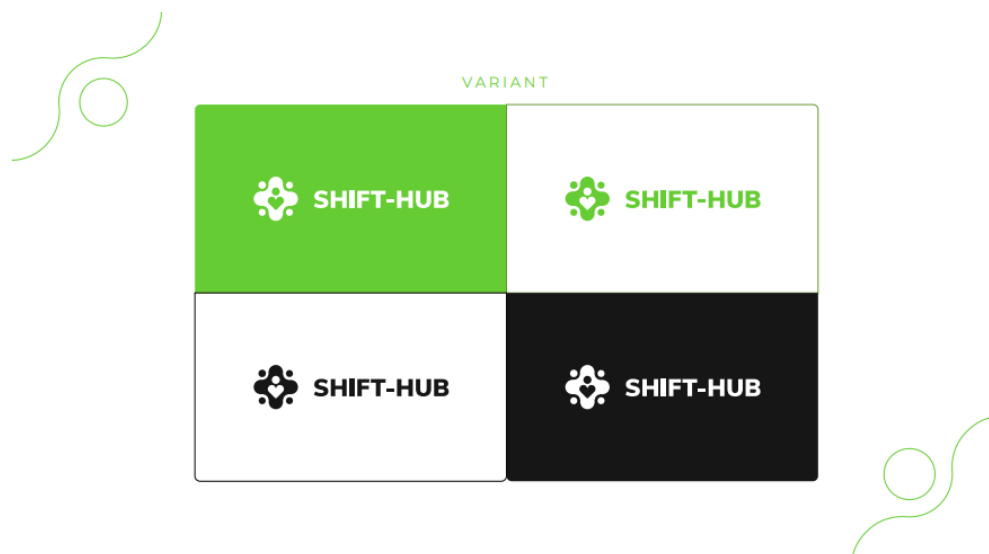
Figure 2 - Brand Guideline- Colour variants

Figure 3 - Brand Guideline - Rectangular/square variant

With the purpose of reflecting and expressing the project's values, the colours used in SHIFT-HUB's visual identity have been carefully and reasonably selected. Specifically, two colours were chosen:

- **Green**: due to its general association with nature, this colour recalls the concept of life, health and well-being, while evoking feelings of freshness, rejuvenation, and balance.
- **White:** this colour often conveys the idea of cleanliness and sterility, recalling environments where hygiene is of utmost importance, such as hospitals and clinics. It has also a graphic value as it is used to create contrast between shapes and background. It has also a graphic value as it is used to create contrast between shapes and background.

Montserrat has been adopted as a typeface for the logo: it is a very adaptable font, and thanks to its aesthetic simplicity it can be used in various elements 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 must be the most "flexible".

For the template of the documents (docx, ppt and deliverables), instead, **Open Sans** as a typeface has been selected. Such font, with its natural and friendly appearance is optimized for print, web, and mobile interfaces, and has excellent legibility characteristics in its letterforms. The latter attribute, specifically, played a decisive role in our selection of this font as the primary typeface for the "written" resources to be produced by SHIFT-HUB.

To guarantee a coherent internal and external communication, templates and materials have been produced since the beginning (M1) and progressively been updated and improved according to project partners' needs. For each communication material and template an explanation has been added, compared to the precursory deliverable.

The materials include:

- **Trifold leaflet** [new], designed to depict a clear picture of SHIFT-HUB, providing key information about the project in an easy-to-read and visually appealing format, with the purpose of promoting SHIFT-HUB and its activities efficiently and reaching all different target groups – associated with a specific icon.
- **Project Poster** [updated], thought to highlight SHIFT-HUB's main goal and objectives, its core and key topics.
- **Roll-up banner** [new], to be used at physical events and conferences to attract the audience's attention with its eye-catching graphical design, mentioning the project's goal and main activities;
- **Backdrop** [new]**,** to be used together with the roll-up banner at physical events and conferences to set a well harmonised aesthetic for the stage during SHIFT-HUB panels, ensuring a captivating visual impact and making the presentation unforgettable for the audience. It contains a network scheme, highlighting the connection among the multiple stakeholders (different coloured dots), while the target groups stand out by being represented through specific icons, the same as the ones in the leaflet and other communication materials.
- **Project standard PowerPoint presentation** [new]: given the relevance of events within the SHIFT-HUB context, a standard presentation of the project in PowerPoint format was essential to facilitate PPs and to ensure a high-quality and consistent performance. The PPT presentation includes SHIFT-HUB's main features

– namely duration, consortium overview, funding, etc – background, main and specific goals, target groups and how can they benefit from the project activities, its methodology and concept.

- **Newsletter banners** [present in D2.3 as well]: a header and a footer featuring SHIFT-HUB's logo and identity have been developed to introduce and close the project newsletters in a homogeneous and captivating format.

The templates are:

- **Deliverable Word template** [present in D2.3 as well], created for the purpose of writing complex reports, strategies and deliverables.
- **General Word template** [present in D2.3 as well]**,** a simple SHIFT-HUB letterhead on Word featuring the project logo and consistent with SHIFT-HUB visual identity, is to be used for meeting minutes, agendas, internal and external communication.
- **Power Point template** [updated], the power point was created with the aim of providing a visual aid to PPs who need to present and disseminate project activities and initiatives, both to the rest of the consortium (internal use) and to target stakeholders (external use). Specifically, this template underwent a major process of restyling, to make it more user-friendly and intuitive for PPs.
- **Social Media templates** [present in D2.3 as well], to facilitate the development of graphics for SHIFT-HUB's online communication and dissemination strategy, to strengthen the project's visual consistency in social media. A total of four different templates have been designed depending on the type of post to be published (from textual or more reliant on images), in order to valorise the content in the best possible way.
- **Three Poster templates** [present in D2.3 as well], designed as flexible as possible to promote the project, related events and activities, ready to be customised by project partners and disseminate through their own network.
- **Press release template** [new] ideated to consistently streamline the layout of SHIFT-HUB press releases over the project's lifespan.

More information and details are available in D2.2 *Updated SHIFT-HUB identity and communication toolkit.*

2. Communication Plan

The SHIFT-HUB Communication Plan will strategically outline how to effectively deliver and convey information, key messages, and 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 related communication goals to be achieved;
- Explore SHIFT-HUB's communication channels and tools to communicate;
- Outline the communication strategy that needs to be implemented to achieve the established communication goals.

The communication plan has been restructured and, in some cases, updated, with the purpose of providing an up-to-date and improved version. Among the changes:

- The communication strategy (2.2 below) included the lesson learned.
- The Key Performance Indicators have been updated;
- The current status of the LinkedIn project profile has been updated;
- Updates on the sections and content of the project website have been provided; and
- The current status of the newsletters and press releases has been updated.

2.1 Target audience

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

For each target group, a clear definition of the intended recipients of communication 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's 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	Individuals who: • Already use smart health technologies to monitor and manage their conditions or general well-being; • Are aware of smart health technologies yet don't know how to use them; • Are little aware of smart health technologies and don't know how to use them; • Are not aware of the wide range of smart health technologies and their benefits.
Need	To be aware of smart health technologies, their use and benefits; To be aware of upcoming smart health devices and opportunities. This includes health literacy, digital literacy, and therefore empowerment.
Opportunity	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.
Key Message	Smart health technologies can positively affect patients' and citizens' relationship with their own health management routines. 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.

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	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 & Solutions and bring the medical expertise required to design, develop, and assess the solutions according to their area of expertise.
Need	To be aware of the value of smart health solutions and the improvements they are likely to bring to primary and secondary applications. To understand how to integrate smart health solutions in their (health practitioners and public and private health organisations) daily practice and organisational processes. 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.
Opportunity	To learn more about the smart health solutions and their benefits in primary and secondary applications; To improve health systems' efficiency, by seizing the opportunities brought by smart health technologies such as process digitalization and artificial intelligence; 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.
Key Message	Smart health technologies bring numerous opportunities to healthcare professionals and organisations, and SHIFT-HUB will help discover the wide range of smart health solutions, their applications and benefits, among which is the optimisation of processes of primary and secondary applications and results. In addition, SHIFT-HUB will provide public and private organisations with a pan-European Smart Health Innovation Hub and funding opportunities.

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	To be aware of and have access to funding opportunities at national and EU level; To be informed about the demand for digital services stemming from private and public healthcare entities; To find partners, test their solutions, and scale up their ideas; To engage and collaborate with stakeholders.
Opportunity	To learn about funding opportunities at national and EU level; To take advantage of existing smart health-related networks; To engage with stakeholders; To foster collaboration in multifaceted projects; To attract new investors; To proactively find demand for their services.
Key Message	Innovators, SMEs, and health enterprises have the experts, SHIFT-HUB has the resources, including: • guidance on investors and financing sources; • promotion and presentation of their profiles and innovation; • matchmaking & networking events.

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	To support scientific research that aligns with European priorities – digitalization (Digital Agenda for Europe 2020) being one of them. To actively involve public and private organisations in exchanging knowledge and achieving harmonisation of procedures, services, and e-infrastructure.
Opportunity	To learn about funding opportunities at national and EU level; To take advantage of existing smart health-related networks; To foster collaboration 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; To convert their research into practical application(s).
Key Message	Thanks to SHIFT-HUB, knowledge and infrastructures providers can: • gain collaboration and partnership opportunities, fostering knowledge exchange and fruitful networking; • enhance their reputation and visibility as key players in the field of scientific and technological advancements; • gain access to additional funding/resources and expand their capabilities, acquire advanced equipment, and attract talented researchers; • witness the practical application of their research outcomes; • gain research validation and feedback, refine their scientific approaches, and ensure the relevance and applicability of their work in industrial contexts; • ensure Intellectual property and commercialization opportunities.

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	Networking events and platforms: Bring together technology developers and potential partners; provide opportunities for developers to showcase their technologies and connect with interested parties. Partner matchmaking services: Actively facilitate introductions between technology developers and potential partners; help identify suitable partners based on the developers' specific needs and goals. 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. industry dynamics, market trends, and partnership opportunities. 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. 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. 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.
Opportunity	To learn about funding opportunities at national and EU level; To showcase the businesses and innovations they have been supporting;

	To establish new connections, find partners and stakeholders, and foster collaborations; To exchange knowledge and best practices; To offer matchmaking services and market intelligence.
Key Message	Thanks to SHIFT-HUB's community and activities, innovation intermediaries have the chance to: • Increase their visibility and expand their network to a diverse range of stakeholders; • Incorporate value-added services to their overall support offerings; • Gain economic development and growth, including commercialization of innovative technologies, job creation, and industry advancement; • Enhance expertise and knowledge, by exchanging insights on emerging technologies, market trends, and industry developments; • Learn about new funding opportunities for themselves and the developers they support.

Table 5 - Innovation intermediaries

2.1.6 Financial intermediaries

Target group	Financial intermediaries
Definition	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. 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).
Need	To identify investment opportunities that align with the RIS3 approach and contribute to the growth and development of innovation ecosystems. To be the first ones to spot promising technologies and invest at an early stage.
Opportunity	To have access to a new wide network focused on smart health innovation; To monitor emerging smart health technologies and identify the most promising ones to invest and thus, have economic income in the long-term.
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	To implement policies, instruments, and measures related to the RIS3; To address the specific needs and requirements of their respective regions or nations to drive economic growth, innovation, and the development of healthcare systems.
Opportunity	To have an overview of modern innovative smart health technologies; To assess what the most suitable smart health technologies are based on their regional and/or national needs; To improve the quality of services provided while cutting costs, by implementing smart health solutions. To foster innovation ecosystems and create a conducive environment for sustainable economic development; To encourage collaboration among stakeholders and attract investments.
Key Message	Thanks to SHIFT-HUB, public authorities will be able to implement policies, instruments, and impactful measures for the healthcare systems, in order to: • Unlock the full potential of their regions; • Drive regional/national economic growth; • Ensure long-term sustainability; • Achieve economic resilience in the face of evolving global challenges.

Table 7 - Public authorities

2.2 Campaign strategy & Communication channels and tools

2.2.1 Campaign Strategy

The Campaign Strategy was maintained as it was presented in D2.3, given its efficiency for the SHIFT-HUB project. At the end, a paragraph on the lesson learned was introduced, whose content will serve to improve and adjust the adopted strategy.

To attract and engage the specific target groups identified by the consortium, which play a crucial role in reaching the objectives set by SHIFT-HUB with a significant impact, a tailored and effective campaign strategy has been designed and described below. The targeted campaign strategy adheres to the following structure:

- Mapping of 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. The definition of the different stakeholders, their needs and the opportunities SHIFT-HUB will offer them, are outlined in chapter 2.1 above.

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 benefits 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 community-building 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 about the activities of SHIFT-HUB and developed to raise

awareness regarding the project relevant topics. The result is a combination of individual and collective communication, able to reach all the specific target groups, in an effective and impactful manner.

Employing effective communication channels

The communication campaign employs a wide range of tools to reach and engage with the stakeholders. Some of these tools have been implemented by the Consortium since the first phases of the project, such as social media activities or mailing campaigns. Other tools and platforms have been employed at a later stage and capitalise on a more active interaction within the community members, such as the Focus Group on e-Health or the matchmaking platform.

In general, the list includes [in bold the new channels introduced compared to D2.3]:

- Newsletters;
- Press releases;
- Leaflets;
- Social media;
- Partners' mailing campaigns;
- SHIFT-HUB Website;
- General project presentations **and visual materials**;
- Memorandum of Understanding (MoU) to formalise collaborations;
- **Focus Group on e-Health**;
- **Matchmaking platform**;
- Registration form to join the Community.

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

- Events, conferences and congresses;
- Workshops;
- Regional 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's key messages. Each partner is encouraged to share, disseminate, and promote 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 are planned ahead and tracked in a shared manner. First, this approach allows for 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 a further optimization of the campaign.

Measuring and optimising the campaign strategy

The impact of the communication channels is 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 is applied to the newsletter, mailing list and community platforms. The measurement will feed into the analysis of the effectiveness of the messages delivered to stakeholder groups and their relative levels of engagement in 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.

UPDATE: Lessons learned, updates to the campaign strategy and community engagement

As SHIFT-HUB has already consolidated the core part of the project and its community has been progressively growing, several considerations may be drawn from the previous experience. These are useful to complement and refine the planned campaign and engagement strategy, steering the implementation of the concrete activities until the end of the project. In particular:

- The SHIFT-HUB website has been functional in acting as the main entry point for users, by containing information on the most relevant project's endeavours. This is especially relevant given the numerous activities, events and platforms falling under the SHIFT-HUB ecosystem;
- The social media account on LinkedIn presents very good levels of engagement and remains a fundamental tool to reach and communicate with a wider audience;
- Events have been very successful in drawing in more stakeholders with diverse backgrounds and interests. The wide range of covered topics, from policy developments, funding opportunities, innovative technologies and case studies, provided a good mix of content for the community to participate in meaningful discussions;
- Interactive activities such as networking and matchmaking have resulted in exceptionally high levels of direct engagement among stakeholders. This has been enabled by the creation and use of the EDSA matchmaking platform, which will continue to play a key role in supporting the efforts of the project;
- Most communications catered towards the community, especially those through mailing campaigns, have been related to events organised by the project. Despite the central role of events, the different stakeholder

groups could benefit from additional communications on other activities stemming from the project, receiving relevant documents and materials or updates on important developments in the healthcare ecosystem.

The Consortium will continue and will reinforce its communication and dissemination efforts while fine-tuning and adapting the main strategy to reach the project's objectives and to create a meaningful impact.

2.2.2 Communication channels and tools

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

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

2.2.3 Key performance indicators

To assess SHIFT-HUB's communication progress and results in an objective analysis, quantifiable parameters to be achieved by the end of SHIFT-HUB are provided below.

	Old KPI [D2.3]	KPI	Current status
LinkedIn Followers	600	**1000**	556 (On 26/06/2024)
Website Traffic	2000	**3500**	2759
Number of profiles registered to the Community Platform	-	**1000**	354
Newsletters	6	6	3
Newsletters recipients	1750	1750	475
Press releases	6	6	2

Table 8 - Communication KPI

SHIFT-HUB's presence on LinkedIn has achieved remarkable success, gathering 531 followers already half-way through the project. Due to this high performance, the Key Performance Indicator (KPI) has been raised from 600 to 1000, aiming to set a more ambitious benchmark and expand the outreach and success of the SHIFT-HUB project. The website attracted more than 2000 total users (defining the website traffic), for this reason its related KPI has been raised from 2000 to 3500.
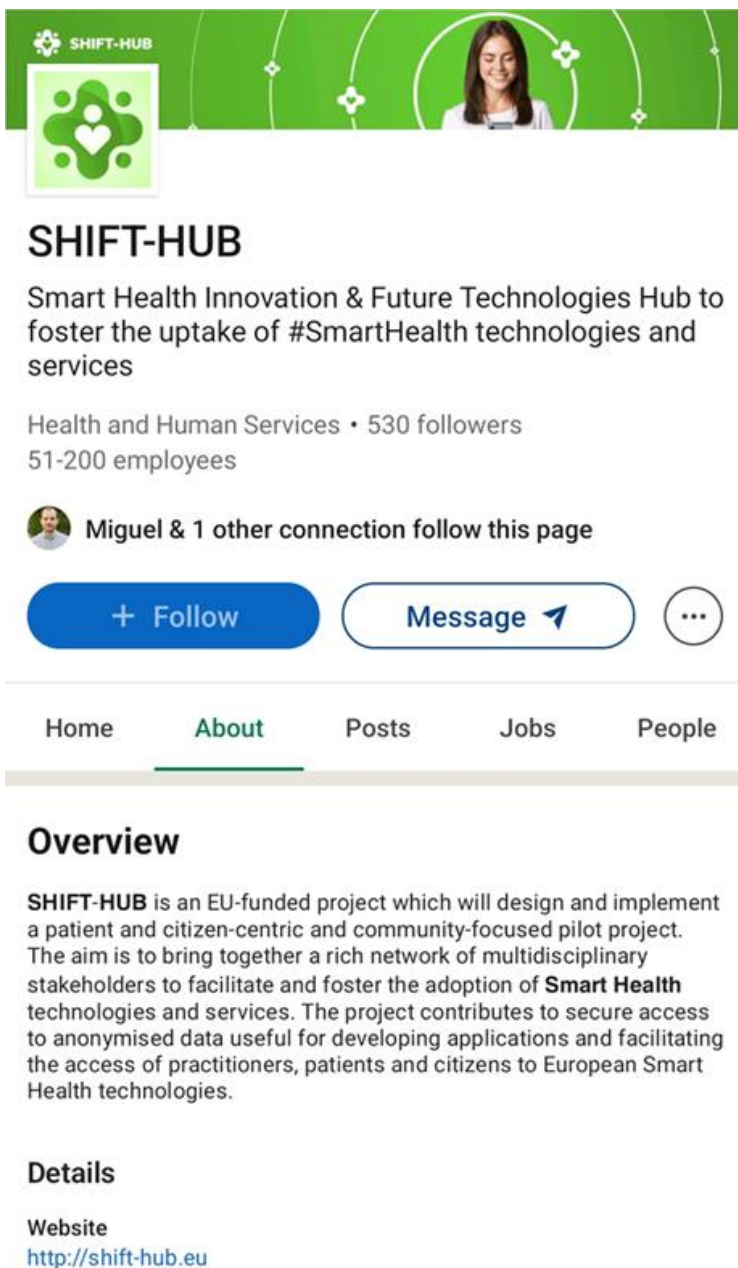
2.2.4 Social media: LinkedIn

SHIFT-HUB's presence on social media is foreseen for the purpose of reaching a wider audience, engaging target groups and stimulating their interaction, along with raising awareness and the visibility of SHIFT-HUB's goals, priorities and topics. Moreover, social media allows for the 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	556
Page views	2.432
Unique visitors	881
Reactions	3.332
Post impressions	35.800

Table 9 - SHIFT-HUB LinkedIn account current status 26 May 2023 to 26 May 2024)

Figure 4 - SHIFT-HUB LinkedIn account (screenshot)

2.2.5 LinkedIn content strategy

A SHIFT-HUB content strategy providing guidance on how to effectively communicate has been developed and tailored taking into consideration the target groups, including key messages to be delivered, and the inherent nature of LinkedIn.

More specifically, SHIFT-HUB's content strategy adopts a human-centric approach with an eye-catching, informal and friendly tone of voice with clear messages, targeting both non-technical audiences and experts. The intended purposes of social media posts include:

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

Usually, a post consists of a picture, a video, a gif, or a website page preview along with a caption. At the end of each caption, there are direct links to the LinkedIn company pages of SHIFT-HUB partners along with carefully selected hashtags that are both relevant and popular. Based on the content of the caption, other relevant stakeholders may be mentioned, providing the direct link to their LinkedIn account/page. Among these stakeholders, other similar projects, technology providers, guests in SHIFT-HUB events, or HaDEA may be mentioned.

In order to plan, manage and monitor the project's communication strategy and content to be shared, a monthly Editorial plan has been created and is being kept up to date by the SHIFT-HUB communication leader.

IPPO identifies relevant topics and prominent SHIFT-HUB activities to disseminate and promote among the LinkedIn community. PPs are always encouraged to provide IPPO with input on the content to share. Based on the content to be promoted, IPPO appoints a responsible PP according to their task(s) in the project or their core expertise, whereby an attempt is made to split the efforts evenly among PPs. Of course, as WP leader, IPPO bears the main responsibility, because whenever the editorial plan is not adhered to for external or internal reasons, it is IPPO's duty to take charge and re-think the plan. Moreover, IPPO supports PPs by providing graphic design services to accompany the short text they realise, and by adjusting their texts by making them engaging and eye-catching.

The editorial plan is updated every month, with projections for the upcoming two/three months. This way, each partner knows in advance what it is responsible for including the topic and the deadline by which the materials are needed to be sent to IPPO.

In general, a minimum of 4 posts per month are guaranteed, thanks also to project partners' support. As the activities of the project are dynamic and the posts are being based on the work and achievement of the project, the planning often requires adjustments and last-minute changes.

Partners can always access the editorial plan through the Teams environment. The plan provides clear advance notice regarding whether their contribution is needed for the upcoming two months, specifying the topic and

deadline as previously mentioned. Additionally, the communication leader ensures timely communication by sending the plan via email along with any reminders or necessary adjustments.

2.2.6 Community platform

SHIFT-HUB is developing and testing with the community a complete service offer, integrating networking and matchmaking, identification of partners and support for procurement, guidance for access to funding, research infrastructures and scientific expertise. To manage and interact with the community, the project relies on different technical components and tools that can best match the needs for the relevant stakeholders. In particular, it includes:

- Community page- The main page for the community. Hosted on the SHIFT-HUB website, it serves as the main information hub where interested users may register to the community by filling out an online form. It also connects to its ad hoc components, the Focus Group and the Matchmaking platforms.
- Focus Groups- A thematic platform dedicated to the most active stakeholders. Through the focus group, Members can engage in networking activities, participate to tailored events, provide inputs on the developments and explore the integration of innovative technologies in the e-Health sector.
- Matchmaking platform- A platform intended and dedicated to facilitating the matchmaking activities. The tool is designed to easily connect users and potential partners for networking, procurement, or business purposes.

Stakeholders who are willing to join the SHIFT-HUB community have the opportunity to do so through different channels. This approach facilitates the registration process, tailored to the diverse levels of stakeholder engagement but applies horizontally to all the identified stakeholders' groups. Most notably, stakeholders can join the community by:

- registering through the form on the main website;
- joining the Focus Group or registering on the Matchmaking platform;
- participating to the events organised by the consortium;
- becoming official partner organisations from the website.

To be considered as part of the SHIFT-HUB community, interested users are often required to share with the consortium their basic personal information such as full name, email address, organisation, stakeholder type and interest in any of the target pathologies. This set of minimal information enables the consortium to better convey its activities and services to the community in a tailored manner, based on the specific interests and needs of the members.

For stakeholders that are eager to be more actively engaged within the community, the Focus Groups and the Matchmaking platform offer additional possibilities and tools for interaction, collaboration, and networking.

Before joining either of the platforms, users are required to register by creating a personal account with their credentials for logging in and by providing additional information. This procedure is necessary for EDSA, managing the platform, and the consortium to validate the profiles created and, most importantly, to prevent malicious attempts from bots and spammers or to pre-emptively counter any other potentially disruptive behaviours.

Detailed information regarding the community platforms, their scope, functionalities and activities are further laid out in D2.5 *SHIFT-HUB Community Management Platform.*

2.2.7 Website

The SHIFT-HUB website is available at www.shift-hub.eu.The initial version of the website was developed in month 3 (M3) and will be regularly updated by IPPOCRATE's 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 and the project's key outputs and deliverables. These extensive resources are available for free to download or benefit from. There are also concrete calls to action available. Compared to what was stated in D2.3, main changes include the insertion under the section "About", the pre-existent sub-section Consortium, while "The Project", Official Partner Organisations" and "Gallery" were introduced. The section "Services" was removed in favour of optimisation of the content, while the pre-esistent "Join Us" was replaced by "Join the Community". The website comprises of the following sections:

- **Home –** This section represents an overview of the project's objectives and its innovative approach, key indicators, such as the number of project partners and countries involved, the duration and the related EU funding), as well as SHIFT-HUB partners' logos.
- **About –** This section contains the following three subsections:
  - **The Project** – where the user can grasp the main and specific goals of SHIFT-HUB, the target groups and their benefits along with the SHIFT-HUB service offer.
  - **Consortium** - It displays the logos of SHIFT-HUB project partners and describes their profiles, their role in and contribution to SHIFT-HUB.
  - **Official Partner Organisations** – This section displays the logos of all the organisations that have partnered with SHIFT-HUB and the link to their websites.
  - **Gallery** – It displays photos of the SHIFT-HUB consortium members at various events and meetings.
- **Resources** – This website section gives the target groups, stakeholders and generic audience access to all public resources developed throughout the SHIFT-HUB project lifespan. The current resources are:

- o **Catalogue of Educational Resources** – This section contains the pool of online educational resources that have been selected to allow target groups to better exploit emerging solutions in the field of Smart Health.
  - o **Catalogue of Services** – This catalogue provides an overview of the different services provided by the SHIFT-HUB project, including "involvement, growth- and route-to-market services"
  - o **SHIFT-HUB Smart Health App** – Here visitors can access the gamified educational journey to boost their health and prevent diseases.
- **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 on the website with a short introduction by project partners), the dissemination materials developed during the whole lifetime of the project (newsletters, press releases, etc), as well as information about relevant events, namely those organized by the SHIFT-HUB consortium, the ones in which a SHIFT-HUB representative participates as presenter, and those events significant for the topic. It also contains a calendar, which gives an overview of the events relevant to SHIFT-HUB.
- **JOIN THE COMMUNITY** - This section of the website offers the possibility to connect with SHIFT-HUB in a variety of ways, namely:
  - o To sign up to the Community Platform and thus receive relevant information periodically, including newsletters.
  - o To contact the coordinator S2i.
  - o To send a direct message to the SHIFT-HUB consortium.

Each section of the website displays a footer containing main contacts, a call to action to sign up for the project's community, 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.

2.2.8 Newsletter

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

Throughout SHIFT-HUB's lifespan, a minimum of 6 newsletters will be created using Mailchimp and circulated among the contacts included in the Community database. This includes users that registered through the community page or created a profile in the other platforms within the project. The number of newsletters may also be increased according to SHIFT-HUB's progress and achievements. As a matter of fact, the 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 6 - 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.

So far, three newsletters have been prepared and shared among the community, respectively titled;

- "Discover SHIFT-HUB initiatives on Smart Health";
- "SHIFT-HUB UPCOMING EVENTS";
- "SHIFT-HUB's Events Rundown".

At least another newsletter will be prepared and shared by the end of 2024, while the rest will be disseminated in 2025, including the launch of the technical platform.

2.2.9 Press releases

Throughout the project's duration, the SHIFT-HUB Consortium will develop and distribute a minimum of 6 press releases in regional or local newspapers and magazines. This is a general number that could be increased considering SHIFT-HUB's 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;
- Targeted at beneficiaries and direct users. This will allow the Consortium to tailor SHIFT-HUB's 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 SHIFT-HUB's long-term visibility with the possibility to generate interest and attention even after the initial release.

Press releases are designed and developed by the communication leader – IPPO – with possible PPs' support. IPPO provides the consortium with an English version, which is also uploaded in SHIFT-HUB website; project partners translate the press release in their own national language while adjusting the structure and content according to the requirements and needs of the newspapers.

So far, two press releases have been prepared, respectively titled *"The EU-funded project for Smart Health technologies"* – published in May 2023 – and *"The EU-funded SHIFT-HUB project reaching its Halfway Point"* – published in June 2024. At least another press release will be published by the end of 2024, while the rest will be disseminated in 2025, including the last press release announcing the end of the project.

3 Dissemination Plan

The dissemination plan is an essential component of any research or project, serving as a strategic roadmap for sharing and promoting 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.

Of course, some of the tools and channels already mentioned in the previous chapter, namely social media, press releases, newsletters and the community platform, are envisioned to serve dissemination purposes as well.

3.1   Events & Networking

SHIFT-HUB organises physical and online events to engage the community, increase visibility for the project and its ecosystem, and facilitate interactions among members. To achieve this, AUTH prepared a detailed events agenda at the beginning of the project, including consortium events and relevant external events. The agenda is regularly updated, with input from all consortium partners, at least every three months.

Under T2.3, the consortium's primary objective is to co-organise 3 annual conferences entitled "*Smart Health Innovation & Future Technologies Conference*" and pairing them with other major pan-European events to profit from their momentum and visibility. The first "*Smart Health Innovation & Future Technologies Conference*" was hosted within the OpenLivingLab Days and brought together academics and managers from various fields of innovation that could and can apply Living Labs and Living Laboratories to explore their benefits for ecosystem stakeholders. This conference aimed to become a catalyst for the European Smart Health community. It followed 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)).

Submitted papers have undergone a peer review by referees appointed by the Scientific Steering Committee. Accepted contributions were published in the Conference Proceedings of Open Living Lab Days with an ISBN number. Moreover, the ENoLL Scientific Steering Committee selected the best papers submitted to Open Living Lab Days for publication in a special issue of a peer-reviewed journal (Publication details will be added when available).

Upon a long debate among the project partners, the second "Smart Health Innovation & Future Technologies Conference" was held in Thessaloniki, featuring as a satellite event of MEI2024 (5th International Conference on Medical Education Informatics). MEI2024 was chosen to leverage its established tradition and esteemed platform

that brings together experts from diverse fields within Medical/Health Education. With its focus on innovative educational technologies, patient engagement, and cutting-edge pedagogical approaches, MEI provides an ideal forum for presenting and discussing latest research. This event has a proven track record of fostering interdisciplinary collaboration and thought leadership, as evidenced by its successful previous conferences. By aligning with MEI 2024, SHIFT-HUB aimed to contribute to and benefit from this rich legacy of advancing Medical Education Informatics on a global stage.

Similarly, the selection of the third edition of the "*Smart Health Innovation & Future Technologies Conference*" will be integrated with other prominent events. Again, this selection will prioritize practical considerations such as organizational and coordination benefits, facilitative factors, visibility, outreach impact, diversity in scientific themes, cost-effectiveness, and overall project enhancement.

To enhance the dissemination impact, each consortium partner has committed to promote SHIFT-HUB during the regular events they organise or attend at regional, national, or European level, thus ensuring that SHIFT-HUB gets a dedicated space where:

- Networking with living labs, companies, etc. is facilitated;
- The project's results are disseminated to the respective market and communicated to all the target groups.

On a regional level, the consortium aims at holding 100 regional events by the end of the project to expand the community network and stimulate collaborations. The consortium members commit to 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. In order to deliver these 100 regional events, AUTH provided the consortium with guidelines available in SHIFT-HUB Teams environment. These guidelines are further explored in D2.2 *Updated SHIFT-HUB identity and communication toolkit.*

3.1.1 Networking: Official partner organisations

With the purpose of strengthening the relation between SHIFT-HUB and its community, the possibility for interested stakeholders to become **Official Partner Organisation** has been launched. This occurs through a **Memorandum of Understanding** (MOU).

The MOU between SHIFT-HUB and its Official Partner Organizations establishes a voluntary, legally non-binding, and collaborative relationship between the two organizations. The objective is to promote research, development, and innovation in Smart Health products and services.

By signing the MOU, the partner organization joins the SHIFT-HUB's partners network and acts as a dissemination node, benefiting from the services provided by SHIFT-HUB and offering its own services to the Hub's network based on a "mutual benefits" principle.

The **benefits** of becoming an Official Partner Organization (OPO) include the ability to present and promote the organization's profile, solutions, and business needs; access tailored matchmaking services and online tools;

organize workshops; receive guidance on funding opportunities; test Smart Health solutions; access training and educational offers; and participate in the **SHIFT-HUB's Board of Stakeholders** (BOS). The first BOS survey (link [here](#)) is ready for deployment and will be sent after the M18 SHIFT-HUB conference.

OPOs are an opportunity for SHIFT-HUB to reach new audiences. This is true for both regional in-person events or international online events. To track these interactions with OPOs, a list with OPO activities is available on the project's TEAMS environment, that includes meetings, workshops/webinars, and live events were both SHIFT-HUB and one (or more) of its OPOs participate.

This is also a clear synergy between WP2 tasks, were regional events (T2.3) are being used to disseminate SHIFT-HUB in informal networking events with partners. For the moment this has been more common in the Porto innovation ecosystems a model that can easily be translated into other SHIFT-HUB consortium member's regions. Practical examples of this are the informal showcases of SHIFT-HUB in the International Conference building sustainable and participatory environments, organized by SHINE2Europe and the roundtable events organized by the COHES.IO project, both OPOs.

The objective is to continue this win-win approach, were SHIFT-HUB can help OPOs promote their goods and services, while also synergize its partners events whenever possible. This is true for both the aforementioned live events, but also for online workshops and webinars..

3.2 Scientific Publications

As mentioned above, SHIFT-HUB is bound to organize a total of three conferences entitled "Smart Health Innovation & Future Technologies Conference", one per year, throughout the lifespan of the project. For each conference, an **open call** for papers will be launched generating **scientific publications.**

The first conference was organized within the OpenLivingLab Days 2023, as previously described, and 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" was made available (https://openlivinglabdays.com/call- for-papers-2023/). Submitted papers underwent peer review by referees appointed by the Scientific Steering Committee of the OpenLivingLab Days, and accepted contributions were published in the Conference Proceedings of OpenLivingLab Days with an ISBN number. The scientific papers presentation session was sponsored by SHIFT-HUB.

The second and third iterations of the "Smart Health Innovation & Future Technologies Conference" are dissociated from ENoLL and OLLDs in order to profit from and partner with other major events. Accordingly, in 2024, the SHIFT-HUB conference is featured as a satellite event of MEI 2024 (5th International Conference on Medical Education Informatics). The combined proceedings of MEI2024 and SHIFT-HUB conference are published with ISBN.

The third and final iteration of the "Smart Health Innovation & Future Technologies Conference" will be incorporated into another prominent event deemed beneficial for the project. Again, this decision will be based

on factors such as organizational and coordination benefits, outreach impact, scientific relevance, and other pertinent considerations. As in the previous cases, the conference will feature combined proceedings (with DOI) with the selected conference/major event, where the project will serve as a partner organization.

3.3 Dissemination of public deliverables

SHIFT-HUB deliverables are either sensitive – useful for internal collaboration – or public. Generally, the last ones will be available through CORDIS and 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. It may happen that some deliverables, including D2.2, D2.3, and D2.4 will not appear on the website as the others, given that they are not relevant for target groups and could generate more confusion among them. Nevertheless, their content is and will be public in different ways through SHIFT-HUB channels, for example through the website graphics and social media where the visual identity and communication toolkit can be displayed clearly.

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

D3.2	SHIFT-HUB catalogue of educational resources	WP3	UPORTO	DEC - Website, patent filings, video	M12
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 *WP6: exploitation, uptake, and sustainability*. The first version of the SHIFT-HUB communication, dissemination and exploitation plan (D2.3) featured a theoretical plan for the approach to the work to be developed, based on the activities stated in the project's proposal. With the first 6 months of WP6 *under our belt*, it is possible to feature a more grounded and practice-based strategy. Less focus is provided into the intricacies of each task, in contrast to the proposition of sustainability measures and communication points, associated with each task and deliverable for the project. These ideas are flexible and will evolve alongside the project's outputs and its long-term vision.

For starters, WP6 is currently working on a definition of "*SHIFT-HUB model*" as to better define its exploitable results. This definition is not final, and will be under as the work progresses, especially pertaining D6.1 *SHIFT-HUB business model and Plan.*

"The SHIFT-HUB model/methodology can be described as its 'service offer' – a package of services that other regions can use/participate in or that they can translate into their own ecosystem. It also comprehends SHIFT-HUB's stakeholder engagement activities themselves, including the structure of workshops, webinars, and community management tools that other organizations can use to build organizational structures similar to SHIFT-HUB, it's 'organizational offer' ".

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 from month 18 until the end of the project, supported by the outputs developed by SHIFT-HUB. For example, while WP2 - SHIFT-HUB Communication, dissemination and ecosystem building will be vital due to the continuous need to keep a communication line between SHIFT-HUB and both partner networks and future replicators, WP3 – SHIFT-HUB service offer, and WP4 – SHIFT-HUB platform and demonstration framework will deliver more easily exploitable outputs, such as the Catalogue of Educational Resources, that can be adapted, translated and expanded by future partners – and that is already available online in the project's website here.

In practice, the focus will be on developing the **SHIFT-HUB Business Model** (T6.1 - M18-M36). With the objective of replicating key aspects of SHIFT-HUB and attempt to scale its framework, this task will involve project results analysis, KPI monitoring, a compelling value proposition creation for community members, feedback collection through surveys, and a comprehensive business and financial model design to ensure long-term success.

Moreover, it will be crucial to engage stakeholders from the healthcare value chain across EU regions, seek support from regional authorities, identify replication scenarios tailored to local ecosystems, and collaborate with EU partners to expand reach and impact. Furthermore, there will be a need to continue establishing partnerships with Smart Health initiatives, aligning SHIFT-HUB's actions with Smart Specialization Strategy (S3) objectives, connecting with representatives from various regions, and hosting workshops to identify opportunities and promote cross-border cooperation. Lastly, SHIFT-HUB will be involved in standardization efforts by joining with specific organizations working in the field, contributing to activities that facilitate market adoption, leveraging resources for SME access to standardization processes, and bridging community members with European policies and regulations to provide input to standardization initiatives and working groups.

4.1 Sustainability measures

As part of the upcoming activities of WP6 *SHIFT-HUB exploitation, uptake, and sustainability*, an effort has been made to develop **sustainability measures**. These measures are a culmination of the tasks that will be carried out under the abovementioned WP, 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	Regularly monitor project KPIs to assess the progress towards defined targets; Analyse consolidated metrics every three months to track performance; Use KPIs as a tool for continuous improvement and to identify areas for enhancement.

T6.2 - Establish collaborations and partnerships with ecosystem representatives, peer initiatives, and organisations to expand the community	Seek opportunities to enlarge the community by attracting stakeholders; Identify and engage stakeholders who can replicate the approach and uptake the solutions; Collaborate with peer initiatives and organisations across the EU to promote the project's offerings; Leverage networking and partnership activities to connect with ecosystem representatives.
T6.2 - Seek opportunities for replication, scalability, and the emergence of new projects through cross-border cooperation and interaction with regional authorities	Create conditions and provide necessary resources for the replication of SHIFT-HUB results
T6.3 - Leverage regional initiatives and policies, aligning actions with Smart Specialization Strategies (S3) to increase support to community members	Establish strong synergies with regional initiatives in the field of Smart Health across Europe; Align project actions with Smart Specialization Strategy (S3) objectives; Leverage the support of public institutions and regional governments; Participate in initiatives like the S3 Platform, Vanguard Initiative, and KICs for collaboration opportunities.
T6.4 - Contribute to regulation, standardisation, and policy-making efforts to ensure the adoption of community solutions and build trust in emerging innovations	Represent the SHIFT-HUB community in standardisation efforts led by representative bodies; Contribute to the activities of relevant standardisation organisations; Facilitate the adoption of community solutions by the market through standardisation; Stay informed about European policies and regulations and provide input to standardisation initiatives and disseminate that information to the SHIFT-HUB community; 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.	

Table 11 - Sustainable measures and related practices

Outputs	Sustainability points	Communication points
D2.5 SHIFT-HUB community management platform	The SHIFT-HUB community can be directed into other related projects via direct request (an email with the invitation to join a new community) or mass dissemination (emails or social media posts with the invitation to join a new community.	Other organizations that want to become Official Partners could benefit of having their activities disseminated to the SHIFT-HUB community (After explicit consent from the part of the users as to receive communications from partners).
	The SHIFT-HUB community can be kept alive in EDSA's platform after the project.	By joining the community platform, users are assured that it won't disappear after the project is over.
SHIFT-HUB conference proceedings	This deliverable can be used by other hubs or projects aiming to develop a standardized method to organize and implement events – as a part of SHIFT-HUB's organizational offer.	For community members and partner organizations wishing to implement a "tried and true" events plan, SHIFT-HUB can offer a general blueprint.
SHIFT-HUB catalogue of educational	The catalogue can easily be translated, adapted and disseminated by external	Community members and partners cannot only use the catalogue in their own

resources	partners – as a part of SHIFT-HUB's service offer. It has mostly on-demand online courses which should remain largely online for some time after the project is over.	settings, but also actively contribute to it (disseminate their courses, or papers for example). The catalogue can be updated and improved upon after SHIFT-HUB is over by other organizations/projects.
SHIFT-HUB planning of workshops	This deliverable can be used by other hubs or projects aiming to develop a standardized method to organize and implement workshops – as a part of SHIFT-HUB's organizational offer.	For community members and partner organizations wishing to implement a "tried and true" workshops plan, SHIFT-HUB can offer a general blueprint. This includes Open Innovation Workshops (according to the OI framework), Demo Days and patient oriented events, making this a well-rounded workshop package solution for most projects.
E-learning gamified Smart Health app	The games, hosted in SHIFT-HUB's website will be available for at least 2 years after the project - – as a part of SHIFT-HUB's service offer.	The SHIFT-HUB games serve as educational vehicles for other partners and/or organizations to educate their own community members on 5 key non-communicable diseases

Table 12 - Exploitable SHIFT-HUB outputs

The above sustainable measures and practices will be used to develop and implement the two main deliverables of the WP6, D6.1 *SHIFT-HUB Business Model and Plan* and D6.2 *SHIFT-HUB's best practices guide* 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.

To achieve this goal, it is important to assess what outputs could generate SHIFT-HUB exploitation points and how to capitalize them, from a communication and sustainability perspective:

This list is not exhaustive and will be continuously updated during the course of the project, mainly connecting to the activities for WP6.

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

However, as the table above also denotes, some outputs may be easier to save for long term use than others. For example, the outputs directly connected to the website such as the *e-learning gamified Smart Health app* and the interactive version of the *Catalogue of educational resources* will be more difficult to maintain after the project is over, even though as already mentioned they will serve as blueprint and can be replicated. On the other hand, all others that can be translated into readable files can more easily be added to databases such as CORDIS, or even to ZENODO, where they will be given a DOI number and kept available for future reference. On this category of results, we can find the pdf version of the *Catalogue of educational resources*, but also the *Conference proceedings and the Planning of workshops*. It is also noteworthy to mention that the separation of different types of exploitable results will require different communication and sustainability strategies.

Figure 7 - Proposed visualization of the basis for a future SHIFT-HUB model

Even though Figure 7 proposes a general scheme were both services, organizational structure, and members contribute to the SHIFT-HU model, focus must be given to the community and partners part. SHIFT-HUB, has the name implies, needs to be a "common aggregator", a "one stop shop" for Smart Health.

5 Impact & Conclusion

The Update of the SHIFT-HUB communication, dissemination and exploitation plan – serving as D2.4 – defines the strategy, tools and channels at disposal of SHIFT-HUB consortium to effectively reach and engage a wide range of stakeholders, raise awareness about the project, related topics and its opportunities, and ensure broad dissemination of project activities and results. This updated version improved D2.3, providing a more detailed and effective plan, based on adjustments made according to the project's needs, and to make the document easier to read. 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 plan introduces the brand identity of SHIFT-HUB – explained in detail in D2.2 *Updated SHIFT-HUB identity and communication toolkit* – that 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* starts by defining the target audience, understanding its needs and opportunities under SHIFT-HUB, as first step to employ the most effective strategy and tools, namely social media, community platform, website, newsletters, and press releases. Specifically, campaign and content strategies have been designed to adopt a standardised approach in line with SHIFT-HUB identity. The content strategy fosters a human-centric approach with a friendly tone of voice to engage both non-technical audience and experts. The campaign strategy provides a standardised approach to encourage a proactive community of stakeholders, by employing effective communication channels. This chapter of the comprehensive Plan establishes the communication goals, KPIs, through which it will be possible to assess and improve SHIFT-HUB communication performance and impact.

The *Dissemination plan* defines the SHIFT-HUB methodology to ensure an effective promotion of the project's results and outcomes to the intended target stakeholders. This chapter identifies the most suitable activities and standardised processes, namely the delivery of events, networking initiatives, scientific publications, and promulgation of public deliverables. Particularly, events and networking activities play a crucial role for SHIFT-HUB whose main goal is to pave the way to a pan-European smart health innovation hub; through the events, such as SHIFT-HUB conference and regional events, and networking occasions, the consortium partners can actively promote SHIFT-HUB, expand the community network and stimulate collaborations.

The *Exploitation plan* identifies sustainable measures and practices 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. In addition, it presents and assesses what outputs could generate SHIFT-HUB exploitation points and how to capitalize them from a communication and sustainability perspective.

To sum up, the updated SHIFT-HUB Communication, dissemination and exploitation plan aims to effectively communicate project activities and results, engage stakeholders, maximise a deep impact in the Smart Health community in Europe and beyond, while fostering the use, commercialization and replicability of SHIFT-HUB added value and outcomes. The SHIFT-HUB consortium aims to ensure and guarantee a real impact, even after the official end of the project, in the short and long term.

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

- **Increase** and **create immediate awareness** of the project, its objectives and related relevant topics among the intended audience thanks to the communication activities and channels, such as LinkedIn, newsletters, press releases, community platform, etc;
- **Transfer knowledge** through Open Innovation workshops, Conferences, DemoDays, LivingLabs, regional events, scientific publications, and reports (etc), and thereby fostering knowledge and literacy within SHIFT-HUB community, including the general public;
- **Engage stakeholders** by actively involving them in project's events and activities, dissemination process and thereby **foster collaboration** that leads to uptake of Smart Health solutions.
- Related to the long-term impact, SHIFT HUB will:
- Create **societal benefits** including the **reduction of digital and health illiteracy, a behavioural change,** from disease management to a preventive approach, and thereby an **improved quality of life**;
- Pave the way to **public** and **private fundings** for technology providers, facilitating the development and optimisation of emerging smart health solutions;
- Foster the **uptake** and **commercialisation** of **smart health technologies**, by raising awareness, engaging stakeholders and fostering collaboration, **generating economic benefits** for providers and investors;
- Develop **scientific advancement** and **increased interest** in smart health technologies and services;
- Create a **policy influence** generating evidence, insights or recommendations, that policymakers and regulatory bodies may consider to incorporate into future policies and regulations, leading to long-term societal impact;
- Lay the foundations for the **future federated European Health Data Space.**

SHIFT-HUB

D2.4 Updated communication, dissemination and exploitation plan

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