

Updated Plan for Exploitation and Dissemination of SHOWCASE results

Deliverable D4.14

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SHOWCASE

SHOWCASing synergies between agriculture, biodiversity and Ecosystem services to help farmers capitalising on native biodiversity



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Key takeaway messages

- Deliverable D4.14 constitutes an update to the project's Plan for Exploitation and Dissemination of SHOWCASE results (D4.10).
- Chapter 7. Evaluation of D4.14 reports on the project's communication, dissemination and exploitation activities until M18.
- It also includes an assessment of said activities in order to determine their effectiveness and, if needed, introduce improvements to the actions identified in D4.10 for the next project stage (M18-M36).

Preface

Communication, dissemination and exploitation are key elements of the strategic SHOWCASE measures to maximise the project's impact and ensure effective long-term knowledge exchange. Deliverable D4.10 Plan for Exploitation and Dissemination of SHOWCASE results was developed in the first months of the project by WP4 "Communicating the benefits of agrobiodiversity through multi-stakeholder knowledge exchange". It aims to provide a detailed program of dissemination and knowledge exchange to ensure the clearly defined objectives and target-based interactions between target groups of stakeholders and the project. D4.10 was updated in M18 to provide a better structured version of the communication and dissemination approach of the project and present an exploitation plan for the SHOWCASE results. The following changes were made to the initial D4.10:

- Internal communication has been removed from the deliverable after being evaluated as a subject of WP5.
- Table 3 has been merged with table 1, in order to present in one place the type of communication/dissemination tool, its function and target group and key performance indicator.
- An implementation plan has been added to the document, dividing the project into four implementation stages.
- A detailed social media strategy has been developed.
- An exploitation plan has been added, describing all exploitation mechanisms that will be used for the SHOWCASE key exploitable results.

Deliverable D4.14 constitutes an update to D4.10 in which SHOWCASE's communication, dissemination and exploitation activities until M18 are reported and assessed in order to determine their effectiveness and, if needed, improve the project's plan for the next stage (M18-M36). The assessment is available in Chapter 7. Evaluation whose place has been switched with the current Chapter 6. Exploitation Plan in order to improve the document's coherency.

Summary

Communication, dissemination and exploitation play a vital role within SHOWCASE as the main means of ensuring knowledge transfer and uptake of results during the project lifetime and after the project is concluded. The project's strategic objectives and target groups, as well as the key messages and narratives that the project aims to communicate serve as an orientation for the project's actions in the relevant field. The project's Plan for Exploitation and

Dissemination of Results (PEDR) has been developed to define target-specific objectives and outline concrete implementation actions.

The SHOWCASE PEDR represents a document that aims to guide the communication, dissemination and exploitation efforts to target project-relevant audiences, convey clear, understandable, coordinated and effective messages, and deliver project results to all interested parties within the different stakeholder groups.

The plan presents the project's different communication, dissemination and exploitation tools, structured in an implementation plan according to the different target groups and different stages of development of the project. It also provides a list of tailored key performance indicators (KPI) for the project's outreach activities that aim to provide a means to quantitatively monitor the effectiveness of dissemination activities. An indicative time schedule for implementation and updates is provided.

In addition, Chapter 6 identifies key project results and defines the most suitable means for their exploitation. Chapter 7 provides an assessment of the project's communication, dissemination and exploitation activities until M18.

List of abbreviations

EBA	Experimental Biodiversity Area
EU	European Union
KPI	Key performance indicator
PEDR	Plan for Exploitation and Dissemination of Results
WP	Work Package
KER	Key exploitable result

1 Introduction

Dissemination refers to sharing research results with potential users, i.e. peers in the research field and members of the scientific community, industry, commercial agents and policymakers. Communication 'translates' the results in a way that makes them understandable and presentable to multiple audiences, including media and the public and acts in support of dissemination activities. On the other hand, the term exploitation refers to the use of results for commercial purposes or in public policymaking. All three processes are essential to the research results generated within a research project, as they ensure the utility maximisation of project research output.

The importance of properly conducted communication, dissemination and exploitation activities in close-to-market research projects has proved to be extremely high. Dealing with research results that for the most part aim to direct policymakers, enrich knowledge about sustainable practices, invent a technological solution that would be of help to both researchers and practitioners, is a task that requires the construction of a system of communication methods and channels that can deliver information to stakeholders in an optimal way.

An essential part of the process of communication, dissemination and exploitation of research results is to provide clear and targeted approaches for activities as early on in the project

duration as possible. By defining relevant stakeholders and taking into account the most appropriate communication tools in terms of cost and outreach capacity, a carefully designed PEDR is the backbone of all further dissemination and exploitation activities within the project.

To solidify and quantify the foreseen communication and dissemination actions, an implementation plan has been developed in the scope of D4.10, which features concrete actions for the next implementation phase of the project, which has a duration of 18 months. This is described in detail in Chapter 4. Implementation Plan.

To guarantee the effectiveness of the planned actions, the PEDR is updated in M27 with an overview of the communication, dissemination and exploitation actions which took place in the Introduction project stage (M1-M18) and an assessment of their effectiveness. This update comes in the form of D4.14 Updated Plan for Exploitation and Dissemination of Results.

2 Relation to the SHOWCASE narrative

The SHOWCASE WP4 "Communicating the benefits of agrobiodiversity through multistakeholder knowledge exchange" is dedicated to creating effective knowledge exchange. An objective of central importance for the project is the adoption and provision of the narratives that would most efficiently convey the benefits of biodiversity management to different actors. By targeting both intrinsic and extrinsic motivations of relevant stakeholders, SHOWCASE aims to identify and apply innovative strategies, and state-of-the-art practices in narrative communication and promotion.

In the framework of T4.1, SHOWCASE has developed a solid narrative adapted to explain the project to different interest groups. This narrative was built in the first months of the project based on the knowledge of successful narratives and an evaluation of our core messages and keywords. The narrative explains why SHOWCASE believes in reconciling biodiversity and agricultural production to connect to the core values of different actors. Only then, it is presented how this can be achieved, and what particular steps can be taken to achieve it. This approach is widely used in business, but surprisingly little exploited by research programs, which tend to focus on what to do, and assume that the audience already knows and empathises with their core values and why we propose the targeted solutions. This narrative will be updated during the building up of SHOWCASE's EBAs based on the gained experience and refined when needed. Hence, it will also be updated in the PEDR.

The main aim of the SHOWCASE project is to provide new knowledge in support of and promote the adoption of the strongly-needed change of perceptions on how agricultural practices interact with biodiversity conservation. Hence, we need to first understand current perspectives and open the conversation including all relevant actors to see how those can effectively change. We cannot impose our narrative but we can be the catalyst to spark the ideas and let them spread. In particular, the key objectives to achieve that are:

- To understand stakeholders' extrinsic and intrinsic motivations and develop engaging narratives that support win-win solutions inspired by biodiversity;
- To facilitate knowledge exchange both within and between EBA communities and initiate mutual learning processes;
- To create the conditions to increase policy support and the uptake of biodiversitybased solutions by farmers;
- To raise public awareness of the importance and best available options to reconcile food production and biodiversity conservation;

 To showcase the project outputs to all sectors of society to increase citizen support for biodiversity management on farms.

3 Communication and Dissemination

WP4 aims to maximise impact by coordinating and implementing the sharing of practices and knowledge generated by the project with relevant stakeholders. SHOWCASE will accelerate its outreach by using appropriate formats to target various stakeholder groups, including the practice and the policy sector.

The project's Plan for Exploitation and Dissemination of Results will target the relevant stakeholder groups in key sectors and define the most appropriate methods to disseminate project results to the following stakeholder groups:

(i) Practice: farmers and landowners (F);

Primary: From small to large-scale growers/farmers in the EBA regions Secondary: Farmers outside EBA regions

(ii) Umbrella organisations: farmer organisations and NGOs (FO);

e.g., Copa-Cogeca, European council of young farmers: CEJA

(iii) Policy: policy and decision-makers on local, EU, and global levels (P);

Local: Extension workers, local governments in the EBA countries

EU: Europe's Directorate-General for Agriculture and Rural Development

Global: UNEP, IPBES, IUCN

(iv) Academia, higher education institutions at local and EU level (A);

Researchers in nature conservation, ecology, ecosystem services, biodiversity, agriculture

(v) Media and the general public (M).

Media: Science journalists, journalists Audience: Citizen scientists, laypersons

The concrete measures to communicate and disseminate results are presented in Table 1.

Abbreviations of the stakeholder groups are available above and are used in the table.

3.1 Communication

Communication efforts within SHOWCASE are targeted at raising awareness of the project and engaging media, opinion leaders and, thus, the general public with biodiversity-encouragement narratives.

The main communication and dissemination actor within SHOWCASE is WP4. However, the entire consortium shall take on the role of a dissemination actor, by actively participating in all activities related to the wide and coherent distribution of project results and knowledge exchange.

By reflecting on the needs and interests of farmers, growers, and the general public, the following key messages have been identified for the project as part of the SHOWCASE Narrative. These are summarised in a guideline document prepared for project partners - 'Best practices on how to communicate with stakeholders', available as an Annex to this document.

Why we care about biodiversity and farming: two essential concepts can be emphasised and

should not be forgotten — biodiversity is functional (e.g. it provides and regulates ecosystem services), but it is also non-functional (e.g. it is a wonder). Since explaining biodiversity can be complex, metaphors could be used. An example of a metaphor targeting farmers is "Biodiversity is like a tractor. You would never use a tractor with missing gears. It needs its proper gears to fully work." Such figures of speech can be identified for each target group using something familiar to the specific group.

What we do in SHOWCASE: it is important to have a straightforward and direct answer. Here are some examples:

- "Caring for the future of farming. And biodiversity is our ally."
- "We promote biodiversity inclusive farming."
- "Life fits everywhere: we want to help to farm with biodiversity (not against)" or "there is room for biodiversity in all agricultural systems."

<u>How to improve biodiversity</u>: SHOWCASE's key message on this topic is that improving biodiversity can be achieved by multi-partner collaboration because complex problems call for multifaceted solutions. The work accomplished in the EBAs will be used to communicate this idea better because it will serve as a concrete success story, exemplifying how farmers, scientists, NGOs, policymakers, and others worked together across Europe. Such concrete success stories convey complex ideas better than abstract explanations.

3.2 Dissemination

SHOWCASE tailors various uni- and bi-directional dissemination channels to the needs of its target stakeholders and audiences, eliciting expertise, knowledge, and perceptions from stakeholders as part of the project's engagement activities. According to the stakeholder groups identified in section 3, Table 1 maps the communication and dissemination tools, which were identified to best reach out to each target group. As a control mechanism, key performance indicators about output, outreach and impact are identified for each tool for the Unfolding stage of the project (see chapter 4. Implementation plan).

Table 1. Communication and dissemination tools according to target group.

Туре	Tool	Target	Contribution to the impact	Key performance indicator for a period of 18 months*
D	Project website, incl. public library: central outreach tool, which will store all materials produced during the project lifetime, including all SHOWCASE publications news, a timeline of events, project publications etc. (see more in D4.9)	A; P; F; M	Inform and engage interested parties through provision of general information about the project and its main outcomes; provide easy access to key results and project publications.	Output: - News items: 18 - New events in calendar: >35 Outreach: - Users: +1500 - Av. session duration: >120 sec - Geographical representation > 20 countries Impact: - A thorough analysis of the website will estimate how well the project scores in terms of SEO ranking; impact of reposted content will be analysed based on the audience of respective media outlet - Number of returning visitors: >60%
D	Scientific publications	A	Presentation of research findings in high impact journals.	Output: - New publications: 10 Outreach: - Number of views: 7500/article - Number of social media posts: >6/article Impact: - Number of citations: >15/article - Altmetric score: >50/advertised article

D	Attendance at scientific and general conferences	A	Presentation of research findings and evaluation of its scientific quality through feedback from the user community.	Output: - Number of attended events ~ 5 Outreach: - Number of attendees > 300 Impact: Positive feedback from attendees
D	SHOWCASE- organised trainings and lectures at local universities	A	Present SHOWCASE methodologies and findings.	Output: - Number of events >5 Outreach: - Number of attendees > 50 Impact: Positive feedback from respective stakeholder (will be evaluated based on a qualitative analysis of opinion/feedback form)
D	Project collection in RIO journal	A, P	Provide a one-stop repository of all project publications (including unconventional results like datasets, interview reports), available with a permanent link.	Output: - Number of RIO articles: 3 - Number of linked articles: 10 Outreach: - Number of collection views: 2000 Impact: - Number of collection citations: 3 - Altmetric score: 5
С	Promotional materials	M	Written in popular language, various promotional materials (stickers, flyers, posters) will Increase awareness about the existence of the project and the topics dealt with by the project.	Output: - No new materials foreseen Outreach for existing materials: - Downloads: 150/item Impact: Positive feedback from respective stakeholder (will be evaluated based on a

				qualitative analysis of opinion/feedback form)
D	Policy briefs with concise recommendations on agrobiodiversity	P, FO	Knowledge transfer from the project to policy makers for key issues; engagement of scientists in the policy- making process.	N/A for this stage of the project*
D	Fact sheets	F, FO	Transfer guidelines based on findings and developed knowledge on best agrobiodiversity practices and recommendations.	N/A for this stage of the project*
D	SHOWCASE- organised workshops	F, FO	Solve complex tasks regarding methodologies, estimate usability of proposed actions.	Output: - Number of workshops >3 Outreach: - Number of attendees: tbd Impact: Positive feedback from respective stakeholder (will be evaluated based on a qualitative analysis of opinion/feedback form)

C/D	E-newsletters	All	Provision of information about project progress, key events and activities, project outcomes.	Output: - Number of newsletters: 2 Outreach: - Open rate: 60% - Link-click rate: 30% Impact: - Subscribe rate: +150 - Unsubscribe rate: below 10%
D	Wikipedia entries	F, M	Provision of information on the various benefits of agro biodiversity, lessons learned and ways to integrate them into farming practices.	N/A for this stage of the project*
D	Illustrated e- handbook	All	Provide a guide for the implementation of biodiversity-based innovations with examples and success stories.	N/A for this stage of the project*
D	Practice abstracts published in EIP- AGRI	F, FO	Provide practitioners with concise practice-oriented information originating in scientific work.	Output: - Number of abstracts > 2 Outreach: To be estimated based on analytics of EIP-AGRI Impact: Practitioners' feedback during workshops

С	Motion graphics animation	All	An introductory awareness- raising tool, providing the key information about the project in an attractive manner.	Output: Share in 5 farmer groups Outreach: - Views YouTube: +300 Impact: - Number of shares: >5
C/D	Do-it-yourself videos	All	Short and attractive awareness-raising tool, providing inputs into partners' work progress.	Output: - Number of videos: 5 Outreach: - Views: 180 - Likes: 90 Impact: - Number of shares: >15 - Positive comments, interest in the presented activities (will be evaluated via a qualitative analysis of comments)
C/D	Press releases published in large science-news portals EurekAlert! and AlphaGalileo	FO, M	Announcement of significant project results.	Output: - Issued PRs: 2 - Items sent to media: 2 Outreach: - Views on EurekAlert!: 1000/item - Hits on AlphaGalileo: 1000/item Impact: - Citations: >2

				- Quality of media: will be evaluated case- based
C	• Facebook (F) • Twitter (T) • Instagram (I) • YouTube (Y)	All	Introduction of the consortium to the SHOWCASE community, on- going announcements of project results, insights into the project work.	Output: - Posts: 36 (F), 72 (T), 18 (I) - Reposts: 36 (F), 72 (T) Outreach: - Followers: +150 (F), +180 (T), +90 (I) - Impressions: 300/post (T) Impact: - Reactions/post: >5 (F), >10 (T), >5 (I) - Reposts/posts: >1 (F), >5 (T) - Positive feedback from stakeholders (will be evaluated based on a qualitative analysis of comments) For YouTube's KPIs, consult Do-it-yourself videos and Motion graphics animation in the current table

^{*}When the project enters a new stage of the Implementation plan, the KPIs will be updated accordingly to better reflect the stage's nature. This is needed since each stage includes different types of actions and results that lead to different types of outreach measures. For more information about the project's stages, consult the Implementation plan below.

4 Implementation plan

The SHOWCASE implementation plan is divided into four sections based on the maturity of the project, considering that each stage has a different main focus for communication and dissemination. The identified stages are:

Stage 1: M1 - M18 Introduction – complete. A report on the communication, dissemination and exploitation activities conducted during this stage and their effectiveness can be found in Chapter 7.

Stage 2: M18 - M36 Unfolding - current

Stage 3: M36 – M52 Maturity

Stage 4: M52 - M60 Final phase

The document provides a detailed implementation plan for the second stage of the project, which aims to take advantage of the initial community built around the project, but will further work towards its growth. The plan follows the structure of *Table 1. Communication and dissemination tools according to the target group* and contains the implementation plan for M18 to M36.

- Project website, incl. public library: The project website will be updated on an ongoing basis with at least one news item each month (total of 18), presenting project-derived or project-relevant information. The events page is continuously updated with at least two relevant conferences each month (e.g., International Conference on Sustainable Agriculture and Farming Systems, ICSEA 2022) (total of 36). The public library contains all SHOWCASE articles as they come.
- **Scientific publications**: A total of 10 peer-reviewed articles will be produced during the Unfolding phase.
- Presentations at scientific and general conferences:
 - IX International congress of Agroecology (Seville, Spain: 19-21 January 2023)
 - British Ecological Society annual meetings
 - International Ecological societies meeting INTECOL 2022 (Geneva, Switzerland; 28 August - 2 September 2022
 - A session on biodiversity interventions on farmland during the European Congress for Conservation Biology (ECCB) (Prague, Czech Republic; 22-26 August, 2022).
- Trainings and lectures at local universities Bachelor and Master courses held by partners.
- Project collection in RIO journal the first introductory article will be published in M19 (May 2022). Existing SHOWCASE articles will be linked to the collection in M19 (May 2022), further articles will be linked as they come.
- **Promotional materials** the visual identity of the Portuguese EBA will be developed during Stage 2, brochure to be ready in **M19 (May 2022)**.
- **Policy briefs** with concise recommendations on agrobiodiversity policy briefs will be developed in Stages 3 and 4 of the project.

- Fact sheets will be developed in Stages 3 and 4 of the project.
- Workshops topics will be estimated during coordination committee meetings.
- E-newsletters one newsletter will be issued in M26 (Dec 2022), including information about the project's progress in one year time, including the following information: (i) general overview of the past year; (ii) recap of the annual project meeting; (iii) list of publications; (iv) list of attended events; (v) calls to action.
- Wikipedia entries will be developed in Stages 3 and 4 of the project.
- Illustrated handbook will be developed in Stage 4 of the project.
- **Practice abstracts**: based on D4.11, one practice abstract on evaluating regulatory and incentive instruments for biodiversity management on farms can be developed; other topics are to be determined.
- Motion graphics animation: completed in Stage 1.
- Do-it-yourself videos: based on guidelines provided to partners, 5 DIY videos will be produced in a ready-to-upload version.
- Press releases: Two press releases will be published during the Unfolding phase. The
 following topics have been identified: Project collection in RIO (press release foreseen
 until M24 and the publication of the first high-profile SHOWCASE paper (Scheper et
 al. in prep.).
- **Social media**: Considered a key tool for outreach to all target groups, a dedicated Social media strategy has been developed in Chapter 5 below.

5 Social media strategy

According to the European Commission's updated guidance on social media for EU-funded R&I projects, social media is a suitable tool for both communication and dissemination activities (EC, 2020). Therefore, a social media strategy has been developed for the SHOWCASE project. To inform and engage with relevant stakeholders, SHOWCASE uses social media to communicate the biodiversity-friendly farming narrative throughout the duration of the whole project. Simultaneously, as soon as there are any results, those are disseminated via several social media platforms to maximise their take-up.

The SHOWCASE project performed a thorough social media analysis of the social media environment in order to produce a recommendation to the EBAs (D4.2 Social media community analysis report, M21). The comprehensive social media analysis is continuously being applied to a social media behaviour strategy aimed at testing the power of social media to foster communication and information exchange between key stakeholders. The microenvironment of agriculture in Twitter was characterised for one of the EBAs through complex systems analysis of hashtags, users and interactions. The analysis identifies key players and organisations, defines relevant audiences, and identifies interconnections and clusters of potentially interested users. The results serve as a basis to perform a highly targeted social media strategy in one of the EBAs, with the results of this trial then used to formulate recommendations for the other EBAs. After a review of D4.2, further input will feed into the social media strategy of the project.

To optimise the impact of SHOWCASE's communication efforts on Twitter, the project uses an **Impact Boost Tool**, developed independently by project partner Scienseed. The tool is used to identify the most relevant audiences and follow them so that a controlled and

automated follow and follow-back process is established. This is expected to build a community around SHOWCASE and lead to growth in the project's Twitter followers. The Impact Boost Tool has been implemented for @SHOWCASE_H2020 as of March 2022, using a predefined set of keywords, hashtags, and influential accounts, which help establish SHOWCASE's most optimised target audience on Twitter. The tool's performance is monitored regularly by Scienseed and its results are reported to WP4 leaders every 3 months, where updates to the sources are also sought.

5.1 Social media platforms

A corporate identity on three social media channels is created and facilitated from the beginning of the project.

The social media accounts of the SHOWCASE project are as follows:

- Facebook @SHOWCASE.H2020.project
- Twitter @SHOWCASE_H2020
- Instagram @showcase.project.h2020
- YouTube SHOWCASE Project

For the purpose of the project video dissemination, a YouTube channel of SHOWCASE has been created in M13. The YouTube channel contains the first video product of the project - motion graphic animation.

A brief analysis of the advantages and limitations of the social media accounts of the project is presented in Table 2 (below).

Table 2. Social media analyses and recommendations for use within SHOWCASE.

	Functionalities and features – pros and cons	In the context of SHOWCASE
Twitter	Pros: Short, fast, easy communication; popular and with high number of users; Twitter lists easy way to follow news and interact; Event back-channelling Cons: Rather limited in space and media sharing; Tweets have a short searchability lifetime	Generate interest and share ongoing news and activities through posts/tweets Build community around the project Live stream/post conference events review

Facebook

Pros: Useful for sharing media (pictures, videos); Large number of users; Create events and invite users; Community-like feel; wide reach of target audiences

Cons: Less professional and used mainly for personal social activities

Generate interest and share ongoing news and activities through posts

Share relevant multimedia (in posts or as separate albums)

Events creation and promotion – strengthening the sense of community around the project

Insights – provide useful analytics for the development of the page

Instagram

Pros: Useful for sharing media (pictures and videos) to a large audience; strong visual representation of the project; network of topic-oriented audience; many institutional profiles; young researchers and professionals

Cons: Professional networks are relatively underdeveloped, not representative of farmers' communities

Form a visually engaging professional outlook, disseminating news and developments around the project in an engaging discussion form

Facilitates networking among the members

Increase outreach on graduates and post-grad

Reach out project narratives in a targeted way (hashtag usage) and access to younger audience

YouTube

Pros: Useful for sharing video content to a large audience; strong visual representation of the project; personalised content sharing channel; largest audience video sharing platform

Cons: Dependent on other social media channels for popularisation of the video clip itself

Generate interest and share ongoing project news and activities through interesting video content Communication of ideas and results to both specialised and general public; favourable

environment for both educational

Strengthening the sense of community around the project

and promotional videos

Insights – provide useful analytics for the development of the page

After an initial analysis of social media networks and communities, the project's social media strategy includes engagement in several aspects:

- social media activity (posts, tweets and retweets) regular posting of project output and project-relevant content is performed according to the SHOWCASE outreach and impact KPIs (listed below);
- engagement with farmers and farmer organisations;
- engagement with relevant project stakeholders on social media.

Social media also provides the opportunity to follow other institutional profiles related to the project in order to monitor the possibly relevant information they share and to engage with them via project-derived content. To this end, the SHOWCASE project follows institutional profiles such as the European Commission (EC), the Food and Agriculture Organisation (FAO), EU Climate Action Director General, the EU Directorate General for Environment, UN Environment, Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), International Union for Conservation of Nature (IUCN), United Nations Environment Programme (UNEP), EU Agriculture, etc. and the farmer organisations Copa Cogeca and European Council of Young Farmers.

- A list of relevant EU-funded projects to follow on social media has been identified via the CORDIS website by search of the calls H2020-EU.3.2. and H2020-EU.3.2.1. In the framework of these two calls, the following keywords were searched: agrobiodiversity, biodiversity + farming, biodiversity + agriculture, sustainable + farming, and sustainable + agriculture. These are the identified relevant EU-funded projects:
 - LIFT (ends 30/04/2022)
 - UNISECO (ends 30/04/2022)
 - o CORE Organic Cofund (ends 31/05/2022)
 - Diverfarming (ends 31/10/2022)

- o Contracts2.0 (ends 2023)
- AE4EU (ends 2023)
- o EXCALIBUR (ends 2024)
- BIOVALUE (ends 2025)
- o CROPDIVA (ends 2025)
- o Safeguard (ends 2025)
- o FRAMEWORK (ends 2025)
- o <u>DIVINFOOD</u> (ends 2027)
- List of project-relevant hashtags and the audiences they target:
 - #EUGreenDeal, #CAP: policy, scientific community at local and EU level, umbrella organisations
 - #H2020, #HorizonEurope: policy, scientific community at local and EU level, umbrella organisations
 - #agroeconomics, #agricultureresearch, #biodiversityresearch: scientific community at local and EU level
 - #agriculture, #agroecology, #sustainablefarming, #biodiversity, #ecosystem: practice, umbrella organisations, citizens and general public

5.2 Social media campaigns

To increase the focus, targeting, and measurability of SHOWCASE's social media efforts, specific social media campaigns have been planned.

Table 3. SHOWCASE social media campaigns.

Name	Hashtag(s)	Description	Channels	Status
Faces of the project campaign	#SHOWCASE faces	presentation of SHOWCASE's team members and the research they do within the project	Facebook, Twitter, Instagram	Part 1 complete; Part 2 (continuation): complete

Early career researchers	#showcaseE CRs	introduction to the ECRs as part of the project, highlighting their contributions to and benefits from SHOWCASE	Facebook, Twitter, Instagram	Complete
Previous research campaign	#AgriculturalR esearch #BiodiversityR esearch	features research done by project partners before the start of SHOWCASE	Twitter, Facebook	Complete
Throwback campaign	#SHOWCASE throwback	summarises SHOWCASE's research articles published thus far	Twitter, Facebook, Instagram	In progress
WP campaign	#SHOWCASE research	the campaign will present SHOWCASE results derived from each work package	Twitter, Facebook	Scheduled for the Final stage of the project
EBA campaign	#SHOWCASin g EBAs	this campaign will present the progress in the 10 EBAs	Twitter, Facebook, Instagram	Scheduled for the Final stage of the project

6 Exploitation plan

This chapter presents the projects' overall Exploitation plan of SHOWCASE, which identifies Key Exploitable Results (KER) for the project and defines the most suitable exploitation mechanism(s) to ensure their longevity and use beyond the project lifetime.

A cornerstone of the exploitation efforts will be the **SHOWCASE online platform designed for farmers**. The online platform will focus on providing farmers with the tools required to implement biodiversity-based solutions.

Another exploitation tool will be the **SHOWCASE** e-handbook for stakeholders at large. It will facilitate the creation of communities composed of different stakeholders with a common goal and showcase day-to-day experiences of implementing innovations. This material will be open-access and electronically available in 10 European languages. The handbook will provide simple step-by-step instructions to guide different stakeholders through the key steps in establishing long-term biodiversity-based innovations in commercially farmed agricultural

landscapes and can be referred to whenever interested stakeholders ask 'what can I do to contribute?'.

SHOWCASE has launched an **open access collection in the RIO journal** acting as an all-in-one-place library of all project-derived publications, including non-conventional publications like datasets, reports etc. Having a permanent link, the RIO collection will ensure the longevity of project results and their accessibility among the academic community.

Aiming to make the most out of the project results, SHOWCASE will explore the European Commission's support service **Horizon Result Booster** for the next update of the current deliverable.

SHOWCASE will also publish results on the **Horizon Results Platform**, the platform for Key Exploitable Results of EU-funded research projects. This will ensure that usable results derived by SHOWCASE, will be given visibility and room for exploitation by respective stakeholders.

In the final stage of the project (M52-60), a **roadmap to expansion** will be developed to identify lists of candidate organisations and funding schemes which could act as a vehicle to support new EBAs, which will make sure that the cycle of learning-by-doing in the EBAs continues after the project lifetime. This roadmap will highlight potential public and private funding sources to support ongoing EBA work, opportunities to bring in additional stakeholders to facilitate ongoing EBA activities and identifying a post-project coordinator to lead each EBA.

In addition, SHOWCASE members build a community of interdisciplinary researchers and science communication specialists from within and beyond the current consortium, which will potentially lead to the establishment of **new Horizon Europe projects**.

Table 4 SHOWCASE Key Exploitable Result and exploitation mechanisms.

Key Exploitable Results	Туре	Corresp onding delivera ble	Exploitation mechanism	Target group
The EBA network	Real-world showcase	D1.6	Roadmap to the expansion and maintenance of EBAs; engagement of multiactor communities in existing and potential future EBAs	Showcase project partners, farmers, and potential future EBA actors
Experimental framework and standardised protocols for EBAs	Tested framework and protocols	D1.2	Published examples of successful applications of framework and protocols to test biodiversity management on farms	The research community at large

Biodiversity indicators	Tested indicators	D1.3	Baseline for indicator selection (species/habitats, ecosystem services, management indicators)	SHOWCASE project partners, research community
Theoretical framework synthesising the current evidence on agriculture and biodiversity across European agroecosyste ms	Theoretical framework	D3.1	Scientific paper in a high- impact journal, scientific conference presentations, press releases	Ecologists, conservation biologists, policy makers
An illustrated handbook to guide stakeholders in establishing an EBA	Handbook	D4.5	Engagement of multi- actor communities in existing and potential future EBAs	Showcase project partners, farmers, and potential future EBA actors
Interview datasets	Research	D2.3	Making dataset of survey results available in digital form under open licence on online repository to facilitate further use of the results for further research. The dataset forms a basis for reasoning, discussion, or calculation. Users can access, mine, exploit, reproduce and disseminate the openly accessible research data free of charge	The research community

Business models for biodiversity management	Busin ess model	D2.9	Interest matrix of different actors in the supply chain regarding their willingness to support biodiversity enhancing farming practices with financial benefits and/or in kind contributions – thus creating additional layered revenue streams for farmers	Showcase project partners, future EBA participants and external corporates and farming associations
Citizen science app	Software	D4.3	Engagement of EBA actors in biodiversity recording of flower-visiting insects	SHOWCASE farmers and citizen scientists in the EBAs of ES, SE, UK

7 Evaluation

In order to ensure that the different target groups will get the right messages using the best methods at the right time, communication and dissemination activities shall be prepared well in advance. Potential changes during the project lifecycle may occur and the context within which the target audience works may also change in addition. This imposes the use of suitable mechanisms to review the progress and the extent to which the PEDR meets its objectives. Each activity will be evaluated to ascertain its effectiveness.

Potential challenges related to the various stakeholders, information sources, contents, communication and dissemination methods will be continuously identified and taken into consideration.

Thus, to guarantee the effectiveness of the PEDR, it is now updated in the form of D4.14 Updated Plan for Exploitation and Dissemination of Results with a report on the communication, dissemination and exploitation activities which took place until M18 and an assessment of their effectiveness. The following guidelines are adopted:

- A regular evaluation of the communication and dissemination activities is conducted in order to receive information on what methods deliver the results to be achieved;
- The focus is on the stakeholders and whether they get and absorb the right message.
 The dissemination is focused on quality and not just quantity in order to achieve the greatest impact;
- Any activity is estimated carefully and objectively to receive information on whether the most appropriate method or channel for its achievement is being used;
- The communication and dissemination activities are considered effective when the target audience is engaged.

The evaluation of the effectiveness of dissemination activities through the SHOWCASE KPIs (available in Table 1) tracking helps to answer if the communication and dissemination activities have influenced positively the knowledge exchange and sought-after communication of research results and project narratives between target groups.

The expected results and specific outreach and impact targets of SHOWCASE are developed on the basis of a thorough analysis of stakeholder engagement practices and evaluation of their efficiency over time and in relation to the sphere of interaction specifics. A description of project-relevant KPIs for dissemination activities and performance targets has been developed and adopted in order to structure and enhance the project's efficiency in disseminating results and building a strong stakeholder engagement approach.

Note! The indicated KPIs are set for an 18-month period of time and represent the outreach targets of the project for the Unfolding stage of the project. An update of the periodic KPI targets is going to be provided in the Updated PEDR that will be produced before the end of the second reporting period.

These numbers will serve as guidelines and will vary each period depending on the relevance and volume of project content. It is expected that with the growth of the SHOWCASE social media audiences, the rate of gaining new followers may grow due to the larger exposure of published content.

7.1 Evaluation of the Introduction stage (M1-M18)

7.1.1 Communication activities

7.1.1.1 Communication with EBA stakeholders

The project provided continuous support to EBAs in their efforts to build a lively communication flow with their stakeholders. For the Spanish and Portuguese EBAs, a visual identity and branding were established, along with communication materials (e.g. booklets, pamphlets and brochures) and a personalised communication strategy encompassing the communication goals, channels, audience and actions of each EBA.

There are no established quantitative KPIs for this activity since it is hard to measure it in numbers. However, the project relies on the continuous qualitative feedback it receives from EBAs partners when expressing their communication needs.

7.1.1.2 Motion graphic video

In order to illustrate the project's complex objectives and expected outcomes, SHOWCASE developed a short motion graphic video. Special attention was paid to the targeted distribution of the video so as to raise awareness among the general public and promote the importance of the project to its relevant stakeholder groups. First, it was shared with the general audience of the project through a dedicated news item, as well as with social media posts. Second, it was shared in a targeted manner with farmers specifically through its publication in Facebook farmer groups.

It can be determined that the motion graphic video has had the planned impact since it has surpassed the predicted KPIs (consult Table 1). The video has 313 views on YouTube (KPI was 300 views), it was shared 22 times (KPI was >5) and its dedicated news item on the website was read 51 times. Additionally, the video was shared in five Facebook farmer groups.

7.1.1.3 Visual identity and branding

In an effort to ensure a consistent and recognisable look and feel to all its materials, SHOWCASE established its personal visual identity, which covers all project-related materials, as well as the project's website. To help partners with the implementation of this visual identity, a Brand Manual was produced at the beginning of the project which lays the foundation of all project outputs and provides guidance for creating new materials. Besides creating a project logo, SHOWCASE also produced several promotional materials, including:

- The SHOWCASE brochure: to increase awareness of the project's background, objectives, actions and approaches.
- The SHOWCASE poster: to introduce the project at national and international events.
- The SHOWCASE sticker: to enhance the promotion of the project's identity and support the presentation of the project branding.

All these materials are available to partners through the <u>Media Center</u> on the project website. More information is available in D4.9 Project logo, marketing starter pack and website running from M4.

Additionally, SHOWCASE corporate identity templates were created for deliverables, milestones, EBA protocols, PowerPoint presentations and letters.

As a target KPI for evaluating the promotional material's impact, the project had envisioned 150 downloads per item (see Table 1). The promotional materials' page on the website was visited 134 times, which is slightly under the planned target. However, since the materials were also shared on social media, the project has grounds to believe their overall exposure well reached the intended KPI.

7.1.1.4 Social media

As explained in Chapter 5. Social media strategy, SHOWCASE aims to take full advantage of the opportunities provided by social media when it comes to reaching the project's target groups and spreading its message to a very wide audience. During the Introduction stage of the project, a SHOWCASE account was established on three social media platforms – Facebook, Twitter and Instagram – and one content-sharing platform (YouTube). These have been actively used for the promotion of project results since their creation and the number of users keeps increasing. When developing the project's social media channels, all project partners were involved in the process of identifying relevant stakeholders to connect with.

In order to provide project followers with regular and relevant content, targeted social media posts were made on suitable occasions such as EU Pollinator Week, Wildlife day, Biodiversity day, etc. More SHOWCASE-specific campaigns were also carried out. First, a 'SHOWCASE Faces of the project' campaign took place in order to introduce project members, their expertise and their role in the project. This campaign was extended to feature as many project members as possible during the project's second stage (M18-M36). Second, the 'SHOWCASE Previous Research' campaign was conducted featuring key articles produced by project members prior to SHOWCASE but highly relevant to it. In this way, the project positioned itself as a valuable source of expert information and ensured that its members' expertise is available to a wide audience. The relevant articles were further made available on the project's website Library under 'Relevant publications'. Another social media campaign was the 'SHOWCASE ECRs' which introduced all consented project PhDs and postdocs. To increase the impact and findability of all these campaigns, dedicated hashtag(s) have been used in each post (#SHOWCASEfaces, #showcaseECRs, #BiodiversityResearch, #AgriculturalResearch), along with consistent visual communication.

To enhance SHOWCASE's promotion on social media and encourage partner institutions and individual researchers to share information about the project on their personal accounts, the project has a 'SHOWCASE Best practices for social media use'. This document represents a concise guide which provides valuable advice on the optimal behaviour on social media in relation to SHOWCASE and in general.

Lastly, since M17, SHOWCASE started using project partner Scienseed's *Twitter Impact Boost Tool*. This tool is used in a particularly targeted manner in order to reach specific audiences through the use of hashtags, keywords and influential accounts. In the two months (M17-M18) that this strategy has been implemented, the project's Twitter following has almost doubled. This directed growth will be continued in the coming months to further increase the influence of the project in social media and spread the message of agrobiodiversity further.

The majority of the followers on Twitter are researchers, research organisations and research projects in the field of agroecology, biodiversity and pollination. A significant number of followers are PhD and postdoc researchers. Another predominant category is practitioners. This shows that SHOWCASE attracts a number of people actively engaged in farming and agriculture, outside the academic field. The next stakeholder groups represented by SHOWCASE's followers are NGOs, EU and world organisations, public relations representatives as well as policymakers and activists.

As for performance, SHOWCASE's Twitter account has exceeded most of the envisioned KPIs (available in Table 1). The project made 110 posts and 180 reposts (KPI was 72 for each). It gained 553 new followers when the original KPI was +180. On average, the project's posts had 1K impressions (original KPI was 300/post), 10 reactions (KPI was 10) and 3 reposts (KPI was 5). Therefore, the only KPI that was not met was the one concerning reposts which is not entirely unexpected since many times users may personally appreciate a post but feel like it won't fit with their individual content feed on Twitter.

Lastly, 117 people visited the project's website through a link shared on Twitter. This was not a part of the original KPIs for social media. Nevertheless, the project considers it to be a highly relevant number as it reflects the number of people interested in finding out more about the project and therefore, contributes to impact evaluation. These users proved to be highly interested in the website's content since they visited double the amount of pages per session than the average user and stayed on the website twice as long. These metrics point to the fact that the project's Twitter account is not only useful for raising awareness but also for effectively spreading project results.

On Facebook, SHOWCASE made 64 posts (KPI was 36). During its Introduction stage, the project focused mainly on producing and sharing original content, as this enables followers to get familiar with SHOWCASE and recognise it as a knowledge source before the project starts sharing other pages' content. As a next step, during the Unfolding stage, SHOWCASE will start to also share relevant content created by other Facebook pages. This activity will be facilitated through Facebook's latest feature "new Pages experience" which allows users to keep their page activity separate from their profile and see only content relevant to their page.

Therefore, the project completed the KPIs it had set out in terms of output. Nevertheless, Facebook's KPIs regarding outreach and impact had some shortcomings. The posts had 2 reactions per post (KPI was 5) and on average, each post was reposted 0,5 times (KPI was 1). These drawbacks are correlated to the KPI on outreach (i.e. followers). Initially, the project had aimed at accumulating +150 followers in the Introduction stage. Therefore, the reactions and reposts were based on that target number. However, since the project accumulated 49 followers, the reactions and reposts accordingly lowered. To address this difficulty, SHOWCASE will aim to share its content on Facebook in a more targeted manner by tagging specific profiles which are relevant to each individual post. If necessary, the project will also

consider the option of publishing paid content, when promoting key results and/or activities of the project.

Lastly, SHOWCASE posted 25 times on Instagram (KPI was 18) and obtained an average of 6 reactions per post (KPI was 5). Therefore, the project achieved its goals in terms of output and impact. Additionally, the project accumulated 51 followers for M1-M18. These results are in line with the project's vision for Instagram – efforts there are aimed more at project awareness raising, rather than the actual sharing of specific results. This is highly related to the channel's structure which has some limitations, for example, not being able to share links in your posts. Therefore, the project has taken a different approach to this social media channel, sharing short project updates represented by impactful visuals mainly to raise awareness about the latest SHOWCASE news, rather than direct users to the website for example.

7.1.1.5 Press releases

As established in D4.10, SHOWCASE issues press releases to inform the general public and mass media outlets about its key project results in an engaging and understandable way. During the Introduction stage, the project issued two press releases (KPI was 2) – "EU project will SHOWCASE the path to biodiversity-friendly farming" and "SHOWCASE - Showcasing synergies between agriculture, biodiversity and ecosystem services". Their main goal was to announce the project to the general public. These were highly promoted via the project's outreach channels, such as the website and social media and generated 2716 views on EurekAlert! (KPI was 1000).

7.1.1.6 Newsletter

In order to provide its stakeholders with a concise overview of what it achieved in the past year, SHOWCASE publishes a newsletter once a year. It highlights the main project's achievements and research progress for the year in a visually appealing and catchy manner, providing links for further reading on each topic. The first issue of the SHOWCASE annual newsletter was prepared and published in December 2021 and has been delivered to 96 people (KPI was 150), with an open rate of 40% (KPI was 60%) and a 15% link-click rate (KPI was 30%) and 0 unsubscribed recipients (KPI was below 10%). The project has identified some potential technical issues in the platform which was used to send the newsletter, which could result in its lower-than-expected performance. To avoid such technical drawbacks in the future, SHOWCASE is considering changing to an optimised platform.

7.1.1.7 General communication activities

A number of general communication activities have been conducted by the project participants. These mainly included web outreach materials, publications, active social media engagement, popularised publications, videos, news items, etc. Out of these activities, the project can highlight one that was particularly impactful. A Horizon Magazine article was published ("People have started to care about insects. Now we need action, say experts") featuring SHOWCASE project coordinator Prof. David Kleijn who discussed public perceptions of biodiversity loss and the main aims of the SHOWCASE project as a tool for raising biodiversity awareness amongst different categories of stakeholders.

7.1.2 Dissemination activities

7.1.2.1 SHOWCASE website

SHOWCASE has been using its website (www.showcase-project.eu) as a one-stop-shop for all project news, updates and results. It serves as the primary public dissemination tool of the project, making its research outputs, public deliverables and other SHOWCASE materials available to its stakeholders and the general public. In the Introduction stage, SHOWCASE created and disseminated 22 news items on the project's website (KPI was 18), showcasing progress made, as well as outlining future plans. A total of 31 events organised by SHOWCASE or of relevance to the project were also announced through the website. Additionally, 23 relevant papers were uploaded to the project's library under "Relevant publications" and all thus far produced SHOWCASE papers and public deliverables were also uploaded as they became available. Thus, the website fulfils its purpose to serve as a one-stop platform providing insights about all project outputs and providing links to relevant channels and resources.

In terms of outreach, the website performed better than planned with 3.393 users (KPI was 1500), an average session duration of 123 sec (KPI was 120 sec) and visits from 88 countries (KPI was 20). Additionally, the second biggest source of traffic for the website was organic search, which implies that the website is well positioned in terms of its SEO ranking. Lastly, the website had 11% returning visitors (KPI was 60%). This is likely due to the fact that with the project's Twitter followers rising significantly, the project has had an influx of new visitors to the website. Additionally, this metric can sometimes be misleading since if a visitor regularly deletes or blocks cookies, they will be counted as a new user every time they come back to the website. The same applies to visitors who use Incognito or Private Browsing Mode on their browsers.

7.1.2.2 Scientific publications

In accordance with its plan, during the Introduction stage of the project, SHOWCASE partners published nine peer-reviewed papers in a variety of scientific journals. Out of these, three can be distinguished as core papers, corresponding directly to the main project outcomes, specifically:

- Integrating biodiversity conservation in wider landscape management: Necessity, implementation and evaluation, https://doi.org/10.1016/bs.aecr.2020.08.004
- Which optical traits enable an estimation of tree species diversity based on the Spectral Variation Hypothesis?, https://doi.org/10.1111/avsc.12586
- Landscape Is the Main Driver of Weed Assemblages in Field Margins but Is Outperformed by Crop Competition in Field Cores, https://doi.org/10.3390/plants10102131

To comply with the European Commission's requirements on open access in Horizon 2020 projects and to make its research as accessible as possible, the project ensured all nine papers are available under open access. Additionally, they are safely deposited in open access repositories to ensure longevity.

7.1.2.3 SHOWCASE workshops

In order to create a space which enables the project to interact with relevant stakeholders, brainstorm ideas, identify problems and develop solutions, SHOWCASE strives to organise at least three workshops per project stage. During the Introduction stage, it more than accomplished this planned KPI. First, members organised and led several EBA online

workshops to conduct surveys among the participants, as well as to discuss ways forward and future collaboration. Additionally, project partners from the UREAD and LEAF held a number of workshops on the topic of "Biodiversity interventions in arable: what we know and what we don't", as well as in-person and online workshops on "Cover crop options".

Second, project partners WWF EPO and BOKU respectively hosted and took part in a webinar on nature-friendly farming "Striking the right chord to support nature-friendly farming" within Forum for the Future of Agriculture (FFA) 2021 Solutions Week. Two inspiring success stories of nature-friendly farming promotion were presented.

7.1.2.4 International meetings

In order to further spread their results to potential users and relevant stakeholders, consortium members presented the project, its goals and main developments at over 25 relevant events, which is way above the intended target (KPI was 5). Notably, SHOWCASE coordinator and experts took part in an EU consultation workshop on actions for pollinators in agricultural landscapes which was organised by the Austrian Environmental Agency on behalf of the European Commission. The main aim of the workshop was to provide expert insight into the possible actions for wild pollinator protection from the perspective of EU agriculture. The results from the workshop's discussions are going to be a part of the policy considerations of the EU within the EU Pollinators Initiative.

7.1.3 Exploitation activities

7.1.3.1 Open Science Collection in RIO Journal

In order to broaden the reach of its scientific outputs and ensure they can be used as a stepping stone for future scientific research, SHOWCASE launched an open access project collection in the Research Ideas and Outcomes (RIO) Journal. The SHOWCASE RIO Collection will host a wide variety of scientific results, covering not only standard scientific publications but also less traditional project outputs such as a summary of the project's Grant Agreement, deliverables and reports, thus covering the entire research cycle from the beginning (the Grant Agreement), through development (the deliverables) to the end (the scientific publications). This comprehensive project collection also allows the centralisation of SHOWCASE's outputs and ensures their availability beyond the project's lifetime. The collection will continue to be developed further as the SHOWCASE project continues to deliver new insight and innovative tools facilitating the agricultural sector's transition towards more sustainable farming, and thus help meet wider societal needs.

SHOWCASE considers the RIO Journal to be an excellent opportunity for increasing project impact as it has a well-established reader base (above 100,000 unique page views in 2020), with an average annual growth rate of about 20,000 and as of 2021, it had over 60,000 publications with citations each year. Additionally, RIO keeps track of the number of unique and repeated visits to each RIO article and makes these available to authors, together with the number of citations and the Altmetric score. This enables the project to carefully track the reach of the collection. Therefore, its impact will be measured based on its number of views, citations and Altmetric score.

7.2 Reconsideration of KPIs for Unfolding stage (M18-M36)

Based on the evaluation of project activities and the argumentation provided in Chapter 7.1, SHOWCASE finds it necessary to reconsider the following KPIs:

- <u>Social media</u>: the project will move away from focusing on followers' growth and instead will focus on evaluating how many people visit the website through Twitter and

Facebook – 300 (Twitter) and 150 (Facebook). For Instagram, this KPI is not relevant as there is no feature to share links in the posts, therefore SHOWCASE will analyse the number of accounts reached (KPI 500) and accounts engaged (KPI 120).

- Press releases: since the press releases published thus far are performing better than planned, SHOWCASE will increase its targets for the Unfolding stage to 2500 views/press release on EurekAlert! and AlphaGalileo respectively.
- <u>Website</u>: SHOWCASE's website is attracting a lot of new users, which is why the project considers it beneficial to have more demanding KPIs and will aim to obtain 3.500 users during the Unfolding stage.

8 Outlooks

The SHOWCASE plan for exploitation and dissemination of results has regular updates. D4.10 was first updated in M18 providing a restructured version of the communication and dissemination approach of the project and presenting an exploitation plan for the SHOWCASE results. The second update comes as D4.14 which reports on the project's communication, dissemination and exploitation activities until M18 and – where needed – introduces improvements to the actions identified in D4.10 for the Unfolding project stage (M18-M36). Next the SHOWCASE PEDR will be updated in M36 to identify KPIs for the Maturity phase and one more time at the start of the final project year (M52) to outline the plan for the Final project phase.

9 Conclusion

Being core actions for the project's success, communication, dissemination and exploitation aim at ensuring knowledge transfer and uptake of results during and after the project duration. To safeguard the accurate and timely performance of communication, dissemination and exploitation actions, these are strategically planned and performed, according to baseline targets, KPIs and evaluation measures, outlined in this document. Regular updates guarantee the application of state-of-the-art tools and channels, as well as the effective distribution of results as they derive from the project.

References

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