AgriFoodResults

European Initiative for a better use of results of agri-food research

Report on strategies for communication of scientific results in the food sector

SEPTIÈME
PROGRAMME-CADRE

Project coordinator **ACTIA**

Acknowledgement

AgriFoodResults aims at improving the dissemination of food research projects. The project runs from May 2009 to April 2011, it involves sixteen partners and is coordinated by ACTIA (Association de Coordination Technique pour l'Industrie Agro Alimentaire, France). More information on the project can be found at http://www.agrifoodresults.eu.

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INTRODUCTION

Context and Methodology

Producers of knowledge and evidence need to disseminate their work. It can be a slow and sometimes difficult task to transfer evidence into the practice setting, but **planning effective dissemination strategies** is part of this process. Dissemination planning involves not only looking at where and when the information should be disseminated but what should be communicated and how it should be presented. These steps will maximise its relevance, usefulness and accessibility.

Dissemination of results is a contractual obligation of participation in research initiatives supported under the European Union's Seventh RTD Framework Programme (FP7). The specific aims of this provision are to promote knowledge sharing, greater public awareness, transparency, and education. Consortia are required to provide tangible proof that collaborative research not only exists, but also pays dividends in terms of academic excellence, industrial competitiveness, employment opportunities, environmental improvements and enhanced quality of life for all.

The results of projects funded through EU programmes and initiatives need to achieve maximum impact: they should radiate as widely as possible so that the valuable lessons and experience gained by one group can benefit others. Moreover, what is learnt from a project should inform future policy. All this can happen only if connections are made between the organisers of the project and the wider community. The key means of connecting with a target audience is the process of dissemination. The aim – by developing the full potential of a project's results – is to create a virtuous cycle of influence making results more sustainable, maximising their impact, optimising investment, improving systems, pooling knowledge to avoid overlap of efforts, and then feeding back into policy-making.

Dissemination (including also information provision and awareness raising) can take place from the beginning of a project and intensify as results are becoming available. It is important to remember that a project will have both tangible and intangible results requiring different approaches for dissemination. Tangible results, such as a new tool, a document, a training package, can be easily demonstrated with samples or pictures. But intangible results, such as changes in attitude, the cultural awareness derived from a mobility project, or the upgrading of skills of individuals, may require subtler methods – interviews, perhaps, or analyses through questionnaires. It is also important to remember that during the project such results may emerge, which have a value but they were not foreseen by the time of the project design.

Therefore the dissemination plan has a crucial role within a research project and it has to be reviewed regularly as the results emerge with the progress of the project.

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Structure and objectives of this Report

The Report on dissemination strategies has mainly been developed as a tool for dissemination managers of agri-food research projects. This report focuses on the definition of the dissemination plan of research project during the project preparation phase.

The document on Dissemination strategies, ideally, places itself between two significant results of AgriFoodResults project: the "Report on Benchmarking of current dissemination practices and SME needs" (Deliverable 1.1) and the "Guidelines for communication" that will be developed in Work Package 4 (Deliverables 4.1-4). The Report on "Dissemination strategies" has collected the outcomes of the activities carried out in the first nine months of the project (T1.1 Survey to identify current practices and need; T1.2 Workshops on current practices and needs; Benchmarking of current practices an needs) and - after a careful analysis of the available material on dissemination of results produced by the European Commission and/or by EU scientific projects – has defined a brief and clear framework of information on dissemination of EU projects' scientific results, with the aim to address the activities of the project managers and enhance the exploitation and communication of results in the agri-food sector, supporting the European Commission growing interest on dissemination of results.

In respect of that, the Report on Dissemination strategies is divided in two main parts. The **Part A: "Defining a successful dissemination Plan in the Food sector"** goes into more depth on issues related to the dissemination in the Food sector, giving practical information and knowledge on how to create an effective Dissemination Plan.

The **Part B "Lessons learnt from AFR"** shows the outputs delivered by AgriFoodResults during the first months of activity with the aim to share experiences of on-going research project in the Food sector and also gives an overview on the current practices (for more details, see D1.1).

In particular, the Report focuses on the preparation phase of project results, whereas the implementation of the Dissemination Plan during the project life-cycle will be examined in the Guidelines for communication, that have the peculiarity to be addressed at four different users of scientific results: Dissemination managers, Food SMEs, policy makers and consumers.

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PART A: Define a successful dissemination strategy in the Food sector

1. Introduction

The aim of part A is to provide dissemination managers with the best knowledge and tools to develop an effective dissemination strategy. European Commission recognizes the importance of dissemination and exploitation of scientific results produced by the projects financed with European funding insomuch that the dissemination of results is a contractual obligation of participation in research initiatives supported under the Framework Programmes. Therefore the paragraph 2 of the report is dedicated to the legal basis of the Seventh Framework Programme. Paragraph 3 is focused on practical explanation and advices to write effective dissemination plans in the food sectors.

Overview on dissemination of research results

The dissemination strategy can be explained as the combination of any appropriate tools to present, make known and accessible research results to a specific target audience, through clear and specific messages in a certain period of time. The figure below shows that the main objective is to make research results useful.

The Process of Dissemination: Essential Components

Dissemination≠ Distribution
Dissemination is not the physical movement of products from Point A to Point B

Dissemination≠ Documentation
Dissemination is not the production of materials

The Goal of Dissemination is Utilization

Dissemination and Utilization (D&U) denotes a process that is two way and provides support for actual changes to occur as the intended result of dissemination activities.

The process takes place at all levels and at all stages of the project's life. At the European level, a five-stage model (see below) is incorporated as a strategic approach to dissemination in the implementation of programmes and initiatives. The five strategic levels for dissemination and exploitation are:

- A clear rationale for and objectives of dissemination and exploitation
- A strategy to identify which results to disseminate and to which audiences – and

designing programmes and initiatives accordingly

- Determining organisational approaches of the different stakeholders and allocating responsibilities and resources
- Implementing the strategy by identifying and gathering results and undertaking dissemination and exploitation activities and collection of feedback as apropriate.
- Monitoring and evaluating the effects of the activity and modify the dissemination as necessary to improve the effectiveness

Furthermore, the dissemination process should already be planned during the earliest preparation stages of a research proposal. In fact, the successful dissemination processes should be designed prior to the start of a project during the development of the proposal. In settling a dissemination strategy, researchers should consider five key factors:

- **Project objectives:** What is the main objective of the project? What are the sub-goals of the project? What are the expected results? How they will serve the needs of the target beneficiaries related to the objectives of the project

- **Target audience:** For which target audience should a specific result and/or the overall result of the project be disseminated? What is the significance of that result(s) for that target group? Are the target beneficiaries likely to realize the significance or do they need specific assistance to understand the benefits for them?

- **Goal:** What are the objectives and goals of the dissemination effort? What impact is the dissemination plan aimed at producing?

- **Medium**: What are the most effective channels and tools to reach target audience? Which methods fit best to their level of awareness and understanding? Which resources are necessary? How to combine the utilization of different tools in an effective way?

- **Execution**: When should the dissemination activities be implemented (e.g. at which points during the study and afterwards)? Who will be responsible for dissemination activities? Will the potential users be involved into the discussion of the results and will their feedback used to improve the applicability of the final results?

Finally, dissemination managers should take into consideration four key characteristics of effective dissemination plans:

Key Characteristics of an Effective Dissemination Plan

1. Oriented toward the needs of the user, e.g. relying on appropriate language and information level
2. Include various dissemination tools such as written, graphical, electronic, and/or verbal medium
3. Draw upon existing resources, relationships and networks
4. Involving the targeted beneficiaries into the discussion of the draft results can significantly contribute to the practical applicability of the final results. This is specifically useful when the food industry, particularly SMEs represent the target audience.

2. Dissemination in the FP7 Research Projects: the legal basis

The Guide for Applicants

This Guide for Applicants is the official document containing the essential information to help applicants through the mechanics of preparing and submitting a proposal and is based on the rules and conditions contained in the legal documents relating to FP7 (in particular the Seventh Framework Programme, Specific Programmes, Rules for Participation, and the Work Programmes). The European Commission prepares specific Guides for each funding schemes for every call.

Moreover, applicants should also refer to the Work Programme covering the theme of FP7 of their interest. The Work Programme usually provides a detailed description of the objectives and topics which are open for proposals, and describes the wider context of research activities in that specific area.

The Guide for applicants gives the structure of the FP7 proposal (sections, paragraph, tables etc) and explains how applicants should complete all the sections and which kind of information should be provided.

A specific section of the scientific proposal is dedicated to the dissemination and exploitation of results that will be produced during the implementation of the project activities. In particular the Guide for Applicants explains:

B3.2 Dissemination and/or Exploitation of project results and management of IPR.

Describe the measures you propose for the dissemination and/or exploitation of project results, and the management of knowledge, of intellectual property, and of other innovation related activities arising from the project.

The section B3.2 must be fulfilled during the preparation of the proposal and should include the description of strategies for the dissemination and/or exploitation of the results for the consortium as a whole and for the individual participants in concrete terms. The focus is on the dissemination and/or exploitation strategies, the user groups to be involved and how they will be involved, the tools and/or means to be used to disseminate the results and the strategic impact of the proposed project in terms of improvement of competitiveness or creation of market opportunities for the participants.

Taking into account this information, relevant suggestions for fulfilling this part are:

-   Emphasize the usefulness and range of applications, which might arise from the project.
-   Explain the partners' capability to exploit the results of the project and detail how it

- can be done in a credible way.
- Refer to the draft Consortium Agreement with respect to exploitation rights within the consortium.
- Be specific and quantify things such as accessible market etc..

The Section B3.2 on Dissemination and exploitation of scientific results is ideally completed within the proposal with the inclusion of a tailored work package on dissemination. The work package is, in concrete, a sort of "executive plan" of the main dissemination activities that will be implemented during the life-cycle of the project.

As already stated, the best time for dissemination planning is during the proposal development process. It is at this time that the dissemination managers or the project coordinators have, perhaps, the most flexibility to plan and to allocate staff time and budgetary resources.

While it is true that it is not possible to know what the research will show prior to actually engaging in the research, dissemination managers can project what might be learned and the audiences that would potentially benefit from knowing those outcomes. Once that is done, they can plan activities that would facilitate the outreach to those audiences during the course of the research project(s).

Appropriately timing the planning for dissemination is important in order to:

(1) give sufficient "lead time" to affiliate with other organizations, associations, and institutions as may be beneficial;

(2) organize and develop information sharing opportunities with key target audiences;

(3) involve key expertise that may be resident on your project staff; and

(4) allocate budget for public awareness campaigns and other strategies to successfully reach out to targeted groups. Effective dissemination does have staff time and budget implications that need to be projected and included in your initial proposal planning and development efforts.

Dissemination planning provides an opportunity for dissemination goals, strategies, and activities to be conceptualized and carefully considered. So, already during the preparation of the dissemination work package, it is important to define the events and the products, such as:

EVENTS
- scientific conferences
- workshops
- trainings for scientist and/or regulatory body,
- meetings
- visits
- open days

PRODUCTS
- reports
- articles in peer-reviewed journal
- videos
- newsletters, press release
- websites
- research summary sheets
- best practice guides
- leaflets, brochures, posters

A thoughtful dissemination strategy allows moving beyond the simple listing of events and products as dissemination strategy. The most effective dissemination outreach efforts are not designed in broad-brush fashion to equally reach any and all of the designated target audiences through a single training event or product. An effective dissemination planning process will select from the wide range of dissemination tools that are available and identify one or more that are "tailored" to promote achievement of the dissemination goals with each specific group within the target audience.

In conclusion, the work package on Dissemination must:

- Describe carefully the main dissemination activities that will be carried out during the projects (e.g. conference: what kind of conference? Who will be the audience?, etc);
- Foresee the timing of the dissemination activities;
- Identify the partners in charge for each dissemination activity taking into account skills and previous experiences of the partner;
- Establish the outputs produced by the activities implemented (e.g. report, brochure, website, etc)

The Grant Agreement

With a view to enhancing the impact of research funded by the EU, and to foster dialogue and debate, the Seventh Framework Programme (FP7) Grant Agreement (GA) requires project participants to communicate and engage with actors beyond the research community. The relevant clauses in the grant agreement are shown here. Plans for these outreach activities should already be outlined at proposal stage. These plans are in turn taken into account during the evaluation process.

In the FP7 Grant Agreement, the **Annex 2 – General Conditions** gives an overview on the meaning of dissemination within the FP7 project and also determines dissemination of the project results as an obligation for the Coordinator and the beneficiaries.

II.1. Definitions

5. **"*dissemination*" means the disclosure of *foreground*** by any appropriate means other than that resulting from the formalities for protecting it, and including the publication of *foreground* in any medium;

The *Rules on dissemination and use, and access rights* are regulated by the Consortium Agreement, as states the Grant Agreement in the "Part A implementation of the project", Section 1 – General principles, Paragraph II.2. "Organisation of the consortium and role of coordinator" when talk about the "internal arrangements" of Consortium.

4. *Beneficiaries* shall fulfill the following obligations as a *consortium*:
   [...]
   c) make appropriate internal arrangements consistent with the provisions of this *grant*

agreement to ensure the efficient implementation of the *project*. When provided for in Article 1.4 these internal arrangements shall take the form of a written *consortium agreement* (the "*consortium agreement*"). The *consortium agreement* governs *inter alia* the following:

i. the internal organisation of the *consortium* including the decision making procedures;

ii. **rules on dissemination and use, and access rights;**

iii. the distribution of the financial contribution of *[the Union] [Euratom]*;

iv. **the settlement of internal disputes, including cases of abuse of power;**

v. liability, indemnification and confidentiality arrangements between the *beneficiaries*.

Moreover, the Grant Agreement dedicates the Paragraph II.30 (*Part C - INTELLECTUAL PROPERTY RIGHTS, USE AND DISSEMINATION of, Section I*) to the definition and regulation of the dissemination activities within the Consortium. In particular the GA establishes:

" II.30. *Dissemination*

1.   Each *beneficiary* shall ensure that the ***foreground* of which it has ownership is disseminated as swiftly as possible**. If it fails to do so, the *Commission* may disseminate that *foreground*.

2.   *Dissemination* activities shall be **compatible with the protection of intellectual property rights**, confidentiality obligations and the legitimate interests of the owner(s) of the *foreground*. […]

3.   At least 45 days prior notice of any *dissemination* activity shall be given to the other *beneficiaries* concerned, including sufficient information concerning the planned *dissemination* activity and the data envisaged to be disseminated.

Following notification, any of those *beneficiaries* may object within 30 days of the notification to the envisaged *dissemination* activity if it considers that its legitimate interests in relation to its *foreground* or *background* could suffer disproportionately great harm. In such cases, the *dissemination* activity may not take place unless appropriate steps are taken to safeguard these legitimate interests.

The *beneficiaries* may agree in writing on different time-limits to those set out in this paragraph, which may include a deadline for determining the appropriate steps to be taken.

4.   All publications or any other *dissemination* relating to *foreground* shall include the following statement to indicate that said *foreground* was generated with the assistance of financial support from *[the Union] [Euratom]:*

The research leading to these results has received funding from the [European Union] [European Atomic Energy Community] Seventh Framework Programme ([*FP7/2007- 2013*] [*FP7/2007-2011*]) under *grant agreement* n° [*xxxxx*].

Any *dissemination* activity shall be reported in the plan for the *use* and *dissemination* of *foreground*, including sufficient details/references to enable the *Commission* to trace the activity. With regard to scientific publications relating to *foreground* published before or after the final report, such details/references and an abstract of the publication must be provided to the *Commission* at the latest two months following publication. Furthermore, an electronic copy of the published version or the final manuscript accepted for publication shall also be provided to the *Commission* at the same time for the purpose set out in Article II.12.2 if this does not infringe any rights of third parties".

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The Consortium Agreement

The Consortium Agreement (CA) is an agreement made between participants in an indirect action (i.e. a project) financed under FP7 to govern a number of issues that will or may arise during the project.

A CA is required for all projects financed under the Seventh Framework Programme unless otherwise stipulated in the call for proposals. The Community is not a party to any CA and does not establish the terms and conditions of the CA. However, in accordance with Article 24 of the Rules for Participation, the Commission has established and published non-binding guidelines in the form of a checklist to highlight some of the main issues and the way they could be addressed by participants in their CAs.

Therefore, the "Checklist for a Consortium Agreement of FP7 projects"[1] has the aim to assist participants in an FP7 EC-funded project to identify issues that may arise during the project and which may be facilitated or governed by means of a CA. As suggested by the Checklist, a specific section of the Consortium Agreement should be dedicated to the internal regulation of foreground generated by the project.

In particular, there are two main aspects that should be regulated by the Consortium Agreement about dissemination and exploitation of scientific results:

- each owner must ensure that its foreground is disseminated as swiftly as possible and must give notice to the other participants concerned (the CA may contain provisions to ensure coherent dissemination for example through co-authoring of publications, to determine a specific notice period instead of the default notice period foreseen in the grant agreement and to govern the notification/objection process (e.g. how notices/objections are given and how disagreements are being dealt with, etc);

- special attention must be given to this aspect in any project in the field of security research, especially when dealing with foreground subject to national, Community or International legal restrictions (e.g. classified information[2]).

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[1] Checklist for a Consortium Agreement: ftp://ftp.cordis.europa.eu/pub/fp7/docs/checklist_en.pdf
[2] Checklist for a Consortium Agreement, paragraph 9.2

3. *Developing a Dissemination Plan: methodologies and tools*

The goal of a dissemination plan is to explain how during (and partly after the end) the project results will be disseminated and communicated so as to make them visible and, eventually "sustainable", meaning that results must continue to be deployed through an exploitation plan after the end of the project.

A dissemination plan should provide specific details on how information or knowledge gained from a project can be distributed and shared. In the research field, one of the most common difficulties is to communicate in an effective way, and in a way that is "understandable" for the public, the results of a specific scientific activity.

In planning the dissemination process, project managers should first identify what the scientific needs are, as well as the needs of the different groups of potential users to whom the outcomes of the project will serve. This stage basically involves a needs analysis and will ensure that the dissemination, which enhance the exploitation by the scientific community or the practical users is "built in" right from the inception of the project – even if active exploitation supporting measures are not taken until applicable pieces of results have been achieved .

According to "Communicating European Research 2005", main elements of a successful dissemination plan are:

• Defining key messages;

• Establishing target audiences;

• Selecting the appropriate modes of communication;

• Tailoring information to the intended outlets;

• Building good relationships with the media;

• Evaluating results;

• Maximizing the exposure of messages;

• Tapping useful Commission and other external resources.

As dissemination managers establish a link between scientists and stakeholders/society, they must be multi-skilled and must have profound knowledge of the scientific activities in their respective projects. It is very important to apply the results of research to different contexts, so as to be able to devise a dissemination strategy to spread results in the most efficient way possible[3].

Adjusting dissemination plan to the project aims

The Dissemination Plan must be customized on the research project taking into account the expected results, which meet the needs of the different groups of the target audience, the strategies chosen during the preparation of the proposal, which is the best

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[3] http://www.commnet.eu/index.php?option=com_content&view=article&id=44&Itemid=61

period to allocate staff time and budgetary resources. Even if it is not possible to know what will be the detailed findings of the project, it must be very clear in the design phase, what are the problems, for which the project will provide at least additional new knowledge, and progress towards a solution. Even if it is impossible to know precisely what kind of results will the project produce prior to actually engaging in the research, dissemination managers can assume what might be learned and the audiences that would potentially benefit from knowing those outcomes. After these elements have been defined, dissemination managers can proceed to plan activities that would facilitate to reach those audiences during the course of the research project.

Therefore, the first thing to be done in designing a dissemination strategy is a **situational analysis** and an environmental scanning. This activity aims at creating **background information** on the situation being communicated and then at identifying **the purpose of a communication strategy.**

In order to describe in the right way the current environment or context of the research project, the following questions must be considered:

1)   What is the research aiming to help, clarify or change?
2)   Who is or should be made aware of the results to prepare knowledge transfer and enhance exploitation?
3)   What are the priorities of each target group and what is the significance of the results for them?

The proper understanding of the motives and priorities of the target audience is critical, since different target groups may show different behaviour in absorption of information on new research results. Why researchers are looking for new scientific information since it is one of the main inputs for their activities, food manufacturing companies – particularly SMEs – and policy makers have other main priorities, production and sale of their products with a profit and develop and implement a fair and balanced legislation, which helps economic growth, consumers benefits, and needs for the society respectively. Although the information on research results may contribute to achieving their primary objectives, but there are several other competing information and tasks on their daily agenda from which they have to choose the "winner" to deal with. For consumers the wealth of conflicting information is greater, therefore the chance that they will be negligent towards the messages sent to them on the new research findings is higher. Therefore it has a critical importance that the dissemination activities should clearly explain what is the problem, which was solved, why the result is beneficial for the target audience, what are the benefits, what are the significance of the benefits for the target audience?
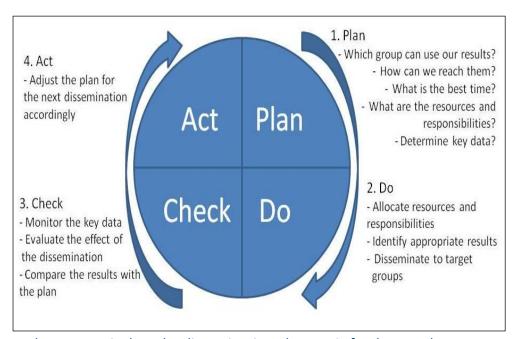
Consequently, the situational analysis helps to point out the exact issues or problems to be addressed in a dissemination plan. For example, a good situational analysis can be useful both for identifying why a new research product does well in the market and for

defining which policies will support the creation of new research opportunities. It is also necessary to carry out an environmental scan which may involve evaluation of market research findings, R&D existing policies, economic strengths and weaknesses, consumer's needs and the potential for development. This kind of activities will allow defining a dissemination strategy with the right information and then formulating a good dissemination plan.

Researchers and Dissemination managers involved in the food sector must be aware that scientific results are used in different contexts and, above all, they should be available to different publics. It is important to bear in mind that most parts of the target audience are not familiar with research issues. Therefore, explaining research results is the key objective of dissemination as understanding makes scientific results interesting and more easily exploitable.

Developing the dissemination plan

Having focused the dissemination strategy on the content of the research project, then it is possible to proceed to detail the dissemination plan. We can consider four key factors to define the dissemination strategy as summarized in the scheme below.

And we can articulate the dissemination plan on six fundamental components:

- *Aim and objectives*

  Dissemination plan should have a purpose, and support or inform project development. The purpose of the activity will be to:
  - Raise awareness – let others know what you are doing
  - Inform – educate the community
  - Engage – get input/feedback from the community

- Promote – 'sell' outputs and results

- *Target audiences*
People must be reached by the new knowledge or results produced by the project in order for them to benefit. Dissemination managers should identify the different individuals, groups, and organisations and their specific interest in what the project is developing, particularly with respect to take-up at the end of the project. Dissemination activities are also useful to inform and engage stakeholders. A stakeholder can be defined as: *Any group or individual who can affect, or be affected by the achievement of the research projects - or can influence these results.*

- *Key messages*
It is the message the project wants to send to the target audience. Therefore it is useful to think the characteristics, needs and preferences of the person on the receiving end. What do they need to know about the project? How can the scientists communicate it clearly?

- *Resources to commit: Tasks and timelines*
It is necessary to decide when different dissemination activities will be most relevant because messages will vary during the timeframe of the project. For example, at the start is better to focus on awareness of the project, and at the end on 'selling' achievements. It is also important to think about the time commitments of the target audience. For example, there are periods in the academic year when it will be difficult to reach academic staff (e.g. at the start of the term or during examinations). It should be kept in mind that usually a message should hit the receivers several times (the average is at least 3) until an action is initiated. Therefore the messages should be repeated several times, potentially through various channels and tools. Researchers frequently underestimate the value of the practical experiences of the industry and other users, therefore they are reluctant to discuss the in progress results with them and use the feedback to improve the applicability of the results.

- *Methods/tools*
There are a wide variety of dissemination methods. Appropriate knowledge and skills are necessary to select the right one(s) to get the message to the target audience and achieve the purpose of the dissemination strategy (compare with PART A of this document).

- *Evaluation strategy*
When planning the purpose of the dissemination plan, dissemination managers also decide what the project wants to gain from it. A good methodology foresees to build

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an evaluation component into any major dissemination activity to see if the dissemination plan achieved the purpose. For example, if the project organizes a workshop, a short questionnaire can be handed around to find out what participants thought of it.

A further aspect that should be considered is the continuous adjustment and development of the dissemination plan. People responsible of dissemination have to be aware of the changes occurring during the implementation of the research project, in particular to the reaction from the public and the impact of the activities. Therefore, it is important, during the implementation of the project, to continuously answer the following key questions:

· What are we trying to achieve? Why?
· Who do we need to communicate with?
· What do we want to communicate?
· How will we communicate?
· How much money do we have to achieve this? How many people?
· How will we know if we have succeeded?

These question can be utilized to monitor the implementation of the dissemination plan and, if necessary, to re-focus the strategy on the objectives of the project.

Aims and objectives

The dissemination plan requires identifying the objectives to be achieved.

- An evident objective is to focus on positive benefits it brings. In defining the aims, the following characteristics should be identified: the strengths of the research results and their weaknesses; opportunities available and potential threats to entering the market.
- The next step is to define aims that will provide details. Associate each goal with one or more objectives that clarifies what the scientific project is trying to accomplish through the dissemination activities. The key to developing objectives is that they should be **S**pecific, **M**easurable, **A**chievable, **R**ealistic, **T**ime-bound. Having SMART objectives is essential to achieve a successful communication program.

Searching among communication plans examples we have gathered the typical questions for formulating the key messages, especially used to address the industrial sector:
- What is the problem, which was solved?
- What are the potential areas, where the results, methods can be used?
- What are the tangible results for the practice: data, findings, statements, methods, project results/solutions? (The reference to the methods should be

kept at the necessary minimum, except in that case if the method itself is the result)

- How the new solution works (brief explanation)? How to use it? Short reference to the pre-requisites (facilities, equipments, etc.) of its application – as appropriate.
- What is new in the results/solutions of the project compared to the formerly available knowledge/solutions?
- What are the additional benefits compared to the former solutions and what are the benefits in general?

Alberto Mantovani, Istituto Superiore di Sanità, Italy CASCADE partner

Stakeholders should understand the importance of science - but it is my duty as a scientist to make myself understood. For example in the EFSA (European Food Safety Authority) all our opinions must be based on science, but not all readers of EFSA documents are scientific experts. Therefore, we must convey the message so that the final conclusion is understandable.

The target audience: Who are the groups connected to society in the food sector?

The term "target audience or group" can be used to describe the different groups of stakeholders connected to the scientific project.

It is important to identify who the stakeholders are and then be able to map them. The target audience for a dissemination campaign often has different characteristics and interests. Some of them may be consumers or potential clients of a product or service. Others may be policy makers whose decisions can affect the market potential. **A single communication approach cannot have an effective and equal impact on all groups within the target audience due to differences in characteristics and interest.**

In the article "Media Planning Strategy," published in The Media Gazette, an environmental education and media tool kit, it was emphasized that classification of target audiences in a dissemination strategy is one of the best way of achieving results in campaigns and promotions. After obtaining information on the stakeholders, there is the need to classify people into different groups of identical interest, positions or even demographic features.

While there is often a temptation to identify very broad target audiences, it is usually preferable to pare back to a more tightly defined audience (or set of audiences) which may be targeted more accurately. It should be possible to select and categorize audiences into primary target audience, secondary target audience or created subgroups. At this point it is important to distinguish which audiences have distinct dissemination

needs.

As discussed during the AgriFoodResults workshop on current practices and needs, held in Rome on the 15th of September 2009[4], the main potential users of the results of food research projects are the food industry (food processors, equipment manufacturers, associations representing the interest of the companies etc.), policy makers (regulatory bodies such as EFSA, food agencies, ministries etc.), consumers of food products and of course the research community. They represent the four main "targeted audience" of food research projects. Obviously, these groups have different needs and use different dissemination media[5].

Key messages: the project's outcomes and messages

Once the main objectives of the project with its the expected results and their benefits and significance for the target audience have been considered and the aim and objectives for the dissemination plan have been developed, the dissemination managers need to develop key messages. Key messages can be expressed in a single statement or in a series of statements. They are important because they help to focus on what is being disseminated, thereby **they reduce the possibility of mixed messages**.

When developing key messages, it is important to keep in mind:

- The audience's current awareness, knowledge and attitudes towards the issue.
- The response expected from the target audience/s (e.g. are you educating or informing, seeking to change attitudes or behaviors?).
- The benefits offered, and their significance.

It is also important to recognize that there is **a limit to the amount of messages** which can be communicated, and often a trade-off between the number and complexity of key messages and the level of uptake achieved. The message is the extreme synthesis of what the project wants to communicate, or rather the essential core of the contents or line of reasoning that should, in any case, be learned and remembered by the receiver: everything, in the communication, must contribute to getting it through to the public[6].

Messages should be based on what that audience wants to know, rather than on what they should hear. The style and content should be tailored for each audience. In order to be effective, the message must take into account the objectives but, above all, the public's needs. Good communication strategies should always have key messages to be used in a campaign. The messages have to be short, but at the same time capture the essential themes of a promotion or an intervention.

Examples of tailored messages

If the target group is the public in general it is important to exemplify – Concrete examples of

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[4] The results of the AgriFoodResults workshop are described in the PART A of the document.

[5] See paragraph 2, PART A of the document.

[6] Giovanni Carrada, "A scientist's survival kit. Communicating science", European Commission, 2006

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everyday life will be our key messages:

Every second year X persons will die in the disease Y   or

Knock out mice –the gene is knocked out like a boxer by a knock out

On the other hand if the communication campaign is targeting policy makers it will be essential to argue the benefits of our scientific outcomes with figures about social and economic costs, or examples of other countries' policies or impact in different contexts:

Fumes contains the dangerous substance Y the disease Y, but the use of ….will decrease the amount of ……

Particular attention should be given to possible incomprehension or misunderstandings. In fact, the message must be brief and clear, but not generic. In defining the message it is important to make an effort to go beyond the initial hypotheses that come to mind, remembering above all who you are addressing.

Example of miscommunication

In 2002 the media reported on the potentially cancer-causing chemical acrylamide with headlines including: '*Mystery over food cancer chemical'* and '*Fears remain over cancer-causing food'.* Later studies identified the chemical in chips and crisps, and the headlines were quick to report: '*Cancer chemical link to crisps discovered'.* Acrylamide is created at high temperatures by a reaction between an amino acid, which occurs naturally in relatively high levels in potatoes and other cereals, and sugar.

Following a number of experimental and epidemiological studies that have been undertaken, more recent headlines associated with acrylamide have been more positive '*Cooking* chemical 'no cancer risk''. So were such disquieting headlines ever deserved? Earlier experimental research suggested that acrylamide can cause several types of cancer in animals; however concentrations of the chemical used in the animal tests were much higher than found in foods (see food.gov.uk).

More recently, findings from epidemiological studies focusing on different types of cancers have been completed and to-date have echoed the reassuring headlines (Mucci et al, 2003) that the quantity of acrylamide identified in some foods is unlikely to be any threat to the media.

Resources to commit

In order to allocate the right amount of resources it is important to:

1) Think about how to present the project's outputs/outcomes as benefits/solutions.
2) Assume the target audience/group point of view and think about what problems/solutions the project would be looking for.

After having identified the target audiences, it is also necessary to consider whether they include groups which may have special needs. Moreover, once the key messages have been identified the person in charge for dissemination should identify the expertise and resources

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needed to carried out the dissemination plan which necessarily includes four parameters: budget, timing, personnel and material.

The first step is to ensure that the budget is adequate to achieve the fixed objectives. If the budget is inadequate but cannot be increased, then the project objectives should be reviewed and brought back to a realistic, achievable level. In either scenario, it is important that all parties to the project are clear on what can realistically be delivered for the available budget.

Another element to take into account is that project consortia sometimes mistakenly believe that they had to undertake all the dissemination activities on their own, although experience has shown that using existing dissemination channels can be one of the most effective methods of dissemination. Inevitably, the target audiences will already have events, journals, professional bodies and subject associations to be engaged with. A project will stand a greater chance of success if dissemination experts work through these existing channels as opposed to creating further publications and events that result in overloading already overworked people. The use of intermediaries and their networks and communication channels is advised. Using those meetings, which are attended by the target audience for provision quick, coincise information may be more effective than specific events.

It is worth finding out what other projects working in the same subject area or around the same topics are doing and then approaching them with a view to collaborating - this will probably improve the impact of dissemination as well as reduce overall costs.

Handy Hints : joining forces

- Think about what activities professional body(ies) or subject association(s) are already involved in.
- Identify what journals websites the target audiences are most likely to read.
- Identify other projects working in the same or similar area to you and think about how you might collaborate.
- Avoid duplication of effort – if someone else has already done it then think about another way of using your resources.

Tasks and Timelines

A key component of the communication plan sets out the tasks to be done, their timelines, and who will be responsible for them. Ideally, one person will assume the role of overall project manager and will be responsible for issuing the tasks/timelines schedule, updates and changes. Although defining the communications strategy is a task that is best carried out as a group within research consortia a partner taking care of communication, who reports to the other researchers involved, should be responsible for overseeing the application of the communication plan and ensuring that everyone carries out their duties according to that plan. In addition to pooling expertise, a group approach has the even more

important advantage of building on interactions between the participants. Each research team should clearly identify someone to be in charge of communication.

Admittedly, research teams rarely have an internal information service but in view of the crucial importance of communications, this responsibility should go to the person with the best understanding of the project, that is, the principal researcher, or his/ her assistant. However each research team must be able to specify what are their results, which are worth to disseminate, to whom and whether they are exploitable already. Alternatively, the project consortium can choose someone on the team who is at ease with or interested in communications concepts.

Generally, the person assigned to head communications should work in partnership with the actors and leaders of every project's activity. The pooling of skills and competencies is essential: although the researchers are familiar with the content of the project, they rarely have the qualifications needed to develop an appropriate communications strategy. This is why good communication among partners is essential for a good communication to the external public.

Besides the person in charge of the communication component as a whole, someone should also be responsible for each element of the communication plan and for the production of each tool (this can be the same person). For example, the person responsible for the production of a leaflet would see to the content, write the copy or supervise the copywriting, select and oversee the graphic designer, edit the work, and ensure that it is completed on time.

More over an effective task/timelines schedule should not only be accurate, comprehensive and realistic, it should also have a high level of buy-in from all participants. Failure to develop adequate tasks and timelines schedule can lead to confusion, missed deadlines, misunderstandings and tension and ultimately, failure to achieve objectives.

Therefore, effective dissemination does have staff, time and budget implications that need to be projected and included in the initial proposal planning.

Handy hints : including team members step by step

- Discuss and develop key messages as a group to benefit from the perspectives of all team members.
- All research team members need a role in dissemination activities. Establish timelines and ensure members report back.
- Dissemination is a process of several months, not a one-off task. Hold periodic meetings to assess progress and adjust activities as required.

An appropriate timing in the planning of dissemination activities is important in order to:

1) budget for public awareness campaigns and other strategies to successfully reach out to targeted groups;
2) involve key expertise that may be resident on your project staff;
3) organize and develop information sharing opportunities with key target audiences;
4) give sufficient time" to affiliate with other organizations, associations, and

institutions as may be beneficial.

The suitability of the strategy has also continually to be verified during meetings in the same field, in research laboratories where it is possible not only to explain the strategy to researchers, but also to adapt/compare the results to the audience's needs. The same applies to the communication tools that will be developing during the project.

Once the dissemination strategy has been defined and communicated, it must be implemented. The best way to ensure that the dissemination plan is developing according to the strategy is to regularly review the progress and discussion of the tasks and necessary actions is the key, and this can be achieved through several ways. Team meetings on communication are a good way to keep everyone up to date on needs and to keep the dossier active, but also phone conferences, e-mails, etc. are very useful means to get updates on the situation.

Methods and tools : channels of dissemination

Communication practitioners today are confronted by a wide range of media and tools available for use. Each has its own pros and cons depending on the message content, creative approach, target audience, situation, timeframe, etc. In many cases, a combination of methods/tools is likely to offer the best chances of success. That is what is called *media mix*.

Basically it is according to the audience characteristics and segmentation that the appropriate channels of communication have to be spelled out. But particular and different channels may be appropriate depending on our messages and available resources. The channels may include radio, television, posters, billboards, community durbars, interpersonal communication, among others.

Experience to date indicates that those involved in disseminating information about food and health needs to take more responsibility about the accuracy and appropriateness of the information and the channels of communication they use. For example, scientists need to think about the impact that their stories may have on public health and the business and sales figures of the industry if it makes the headlines, bearing in mind that scientific papers are not easy to interpret for many clinicians, let alone those journalists who have little experience in this field. Meanwhile journalists also need to take a responsible approach to reporting the findings of new studies which can, inappropriately, be picked up from conference proceedings or an individual journal paper and ensure that these are reported in the context of other scientific literature. With valid and reliable data, scientific experts can be confident in responding to media enquiries, and health professionals can advise patients, whilst prioritizing nutrition messages and ensuring their consistency to avoid confusing the public.

Therefore, there is a wide variety of dissemination methods. The challenge is to select the right one(s) to get the message to the target audience and achieve the project's purpose. The following table lists some of the many methods you can use and how to make the most

of them.

The most common dissemination methods adopted by research projects

Method	Purpose	Hints and Tips
Institution newsletters	Awareness Inform	Use the institution newsletter to announce the project, give regular updates, develop a profile, and get buy-in. Be creative. For example, include an interview with your project 'champion', some quotes from end users, or praise from an external evaluator. Make sure that your target audience knows the project is a success.
Project web site	Awareness Inform Engage Promote	Your project web site is one of the most versatile dissemination tools. Put plenty of information there for different audiences. Add to it regularly so people keep coming back. Sell the project and engage the community.
Press releases	Awareness	A press release is a formal announcement to the national or international press. Projects might issue one to announce an important achievement. It takes skill to write a press release and get it to the right media.
Flyers /brochures	Awareness	Though much communication is electronic, it is still often useful to create an A4 flyer that can be circulated in printed form, e.g. to hand out at conferences or to colleagues at your institution. The electronic version (e.g. PDF file) can also be circulated electronically. Glossy brochures are rarely worth the time and expense.
Projects / cluster meetings	Engage	Projects (and cluster) meetings are excellent opportunities for projects to learn from each other, discuss common issues, and get feedback on their work. You may be asked to give a presentation, participate in a workshop, give a demo, etc. Many projects will be on the agenda, so make an impact and engage the audience.
Conference presentations	Engage Promote	National and international conferences are an important opportunity to share your achievements with experts in the field. Make sure you have something to say, select conferences where it will have an impact, and ones that will attract the experts you want to impress.
Conference posters	Engage Promote	A poster session at a conference may be more appropriate when you have work in progress. You write up your work in poster format, and present it to delegates who attend the session. It may not be as glamorous as doing a presentation in the auditorium, but it's an excellent way to practice engaging people, gauge their reactions, and get one-to-one feedback.
Workshops	Engage	Workshops are small interactive events held to achieve a specific objective. A workshop could be used to get feedback from users on a demo or to get feedback from experts on a particular issue. Though there may be an introductory presentation to set the scene, the emphasis is on discussion to inform future development.
Demonstrations	Engage	Demonstrations allow you to show what you've developed and get feedback. Demos are useful early in the project to get feedback from stakeholders on functionality, usability, and look-and-feel. Consider a demo for stakeholders at your institution to keep them informed about what you're doing and to help with buy-in.
Online discussion lists	Awareness Inform Engage	As the name suggests, email lists are useful for discussing new developments, problems, and issues. They are an opportunity to be proactive and reactive, share your learning with the community, and develop a profile for your project. Join a number of lists in relevant areas. Email lists are also useful for making announcements, e.g. an achievement, something new on your web site, or an event you are holding.
Journal articles	Inform	Any and every opportunity should be taken to get articles published about the project. Consider peer reviewed journals in relevant disciplines near the end of the project when you have data and results to report. During the project you may want to contribute to electronic newsletters.
Case studies	Inform	Case studies explain what you did and what you learned so others can benefit from your experience. If you built a portal, a case study could be very valuable to others building something similar.
Reports and other documents	Inform	You may be preparing reports on specific topics. Post them on your web site so they are accessible to a wide audience. Think of anything your project has developed that may be useful to others, e.g. guidelines, methods, evaluation criteria, toolkits, or questionnaires.

Each media lends itself more to certain topics and less to others. In selecting a media, time becomes an important factor. The radio is listened to in the morning and television is watched in the evening. Daily newspapers are skimmed and read quickly, specialized periodicals are given more time and attention. Finally, costs vary from one media to another. It is very different to give an interview, distribute an electronic newsletter or publish a house organ or also to call a journalist friend or have a press office work for you. There is a big difference between writing a book or setting up an exhibit. If the media are means and not ends, before using them it is necessary to be familiar with at least their main characteristics[7].

Handy hints: keep in mind the work you have done until this last step!

When selecting methods and tools, keep in mind the following questions:

- What are your objectives? Attitude or behavioral change? Increased knowledge or awareness?
- What target audience/s are you trying to reach? What is their media usage? What media do they most trust?
- What are your key messages? Are they short and sweet? Long and complex?
- What are the main benefits for the users? How significant are these benefits for them?
- What are my resources? How do the competing media compare in terms of audience reach per dollar spent?

The very useful report published by the European Commission, DG RTD "*Guide to success communication*", gives important tips on how to use different medias to communicate science. Major media and tools available include:

- Advertising: TV, radio, print, web, outdoor.
- Publications: books, brochures, fact sheets, newsletters, posters.
- Events: launches, speeches, open days, public events.
- Media relations: media releases, media conferences, briefings.
- Web: web pages, web advertising
- Video and film
- Direct marketing
- Sponsorship
- Consultation
- Photos and graphics

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[7] Giovanni Carrada, "A scientist's survival kit. Communicating science", European Commission, 2006

> ***Not always the dissemination channel is the right one!***
>
> **CHOPIN, Childhood obesity: early programming by infant nutrition (quality of life)**
>
> Obesity is a problem in Europe and prevention is essential. CHOPIN investigates whether infant feeding regimes that differ in protein and fat contents during the first two years of life influence an innovative, early marker of obesity development, namely the difference between length at two years of age and length at birth. The project targets health professionals, politicians and parents via a glossy brochure, a six monthly newsletter and a website. The website offers Acrobat (pdf) downloads of all publications and includes public information with health professional, parents' and media corners as well as a partner-only section. A dissemination database was established using 'Endnote' software.
>
> **Key communications lesson:**
>
> Overall dissemination is successful but a media briefing at the ninth European conference on nutrition in Rome in October 2003 attracted very few journalists. Another press conference was arranged just before – and the company concerned then took all the journalists out to lunch!

There are also available some new communication tools:

- Podcasts : as a researcher of the Society for General Microbiology Lucy Harper reminds us *Science communication and public engagement now relies heavily on new media interactive websites with podcasts and blogs and forums, social networking sites such as Facebook and virtual worlds like Second Life.*
  The initiative "the naked scientists" is a good example of how to communicate scientific results and respond to simple questions,
  http://www.thenakedscientists.com/

- Blogs: to promote free discussion like Frank Swain did with is SciencePunk.com, "I set up in 2005 to voice my frustration with the way pseudoscience was reported in the media. It clocked over two million hits in the first year and I have tried to counteract some of the misleading claims I have come across."

Exploiting the websites: examples of alternative communication tools in the food sector

Langual: an international framework for food description

LanguaL stands for "**Langua aL**imentaria" or "language of food". It is an automated method for describing, capturing and retrieving data about food. The work on LanguaL was started in the late 1970's by the Center for Food Safety and Applied Nutrition (CFSAN) of the United States Food and Drug Administration as an ongoing co-operative effort of specialists in food technology, information science and nutrition.

http://www.langual.org

EUROFIR FP6 project: e-learning food

With their diverse features, the EuroFIR e-learning modules is designed to help users obtain a comprehensive understanding of the different aspects of food composition data. Interactive digital learning materials offer an excellent educational tool for people with differing levels of prior knowledge.

http://www.eurofir.net/

SAFEFOOD FP6 project: e-learning food

The e-learning modules have been developed by the European Framework 6 Project SAFE FOODS, as part of the communication and training activities. They are based on scientific results and presentations generated by researchers in this project. The modules are aimed at anybody with an interest in food safety, wishing to get a better background, including Risk Assessors, Risk Managers and Risk Communicators.

http://www.safefoods.nl/Training/default.aspx

FOODINFO: The multilingual food information site

Food-Info.net is an initiative of Wageningen University, The Netherlands. Food Dictionary is run and maintained by volunteers at many different universities and research organisations. Food Dictionary is a multilingual dictionary on foods, ingredients, food components, dishes, culinary and gastronomic words and items.

http://www.fooddictionary.eu/partners.aspx?lang=it

CASCADE project FP7 Project
The CASCADE Network of Excellence seeks durable coordination and integration of European research on the human health effects of chemical residues in food. CASCADE brings 24 research groups from nine EU member states together and the network is financed by the European Commission.
Cascade includes a workpackage that provides training on communication and dissemination of science.

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The PART A of this document presented very general rules, tips and examples to write a dissemination strategy in research projects in the food sector.

The part B shows the main practices and tools for disseminating results implemented by food research projects in FP6 and FP7 and their cost-effectiveness based on the responses of dissemination managers. The main findings of the survey on dissemination practices, combined with the study on cost-effectiveness of dissemination action and the outputs of the workshop on current practices and needs, have allowed to define the current scenario on dissemination activities in the food sector. In particular the PART B answers to two main questions:

- What are the most effective dissemination activities actually implemented for each target audience?
- What is the cost of dissemination activities?

The outcome has been the ranking of the most cost-effectiveness dissemination activities for the four main target audiences: scientific community, food industry, policy makers and consumers. Consequently, the analysis of the activities implemented by the food research projects is the starting point to deepen and identify the best elements for building up a successful dissemination strategy of results in the food sector.

PART B: Lessons learnt from AgriFoodResults

This section presents the main findings of three activities implemented in the FP7 Support Action *"European initiative for a better use of the results of agri-food research"* – *AgriFoodResults*: a survey on dissemination practices, a study on cost-effectiveness of dissemination action and a workshop organized in Roma on the 15 September 2009.

1. *Current practices in food research projects*

The survey on dissemination practices helped to identify which activities are implemented in FP6 & FP7 food projects. The answers from 49 projects show that:

- **FP research projects are primary targeted to the scientific community**. According to the respondents, the most important users of the project results are in order of priority: the researchers (35% of the projects), the policy makers (30%), the food industry (28%) and the consumers (7%).

- **A few specialists in communication are involved in FP projects.** Besides the requirements to have a work package dedicated to dissemination, there is a lack of professionalism: half of the projects interviewed do not employ a specialist in communication and do not design a dissemination strategy.

- **Dissemination activities continue after the end of the projects.** According to the survey, 90% of small projects and 65% of large projects intend to continue dissemination after the end of the project.

- **The most common dissemination activities** include the development of websites (100% of the answers), publications of scientific articles in peer review journals, the participation in scientific conferences (all large projects and 88% of small projects) and the publication of newsletters (84% for small projects, 96% for large projects).

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- **There are significant differences between large and small projects**: almost all large projects use videos for presenting the results (96%) while less than half (48%) of the small projects produced a video. The preparation of leaflets for other audiences such as consumers or policy makers is mainly done by the majority of large projects (52%), whereas the majority of small projects (80%) have not developed such leaflets. a majority (80%) of the large projects and only a minority (30%) of the small projects have organised or will organise trainings or workshops for scientists (S) or regulatory bodies (RB). More large projects are organising workshops or training sessions than small projects (around 60% for large projects and 20-28% for small projects). Overall, large projects reported more activities targeted at food companies than small projects.

- **A few activities targeted at food companies**. Less than half of the small projects reported workshop, training or visits to food companies. The percentage is slightly higher for large projects (50 to 75%). The majority of projects used only English in the main publications (70 % (LP) to 84% (SP) for the website, 52% (SP) to 83% (LP) for the newsletters and 83%(LP) to 84% (SP) for the final report).

2. Cost-effectiveness of dissemination actions

Why does AGRIFOOD RESULTS look at performance of dissemination activities?

The success of scientific results communication depends to a great extent on the ability to pass relevant messages to the "receiver" (the "potential users" of scientific results).

The main potential users of the results of food research projects are the food industry (food processors, equipment manufacturers, associations representing the interest of the companies etc.), policy makers (regulatory bodies such as EFSA, food agencies, ministries etc.), consumers of food products and of course the research community. They represent the four main "targeted audience" of food research projects. These groups have different needs and use different media. Their characteristics have been discussed in a AGRIFOOD RESULTS workshop organized in Rome on the 12 September 2009:

The scientific community is both a user and a provider of scientific results. There are little differences from one country to another: researchers work and communicate in English and obtain information mostly from scientific publications, scientific conferences and personnel contacts.

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The food industry is very diverse with large and small companies and important differences between sectors and countries. They are the main "end users" of scientific results, but they often lack time & money, are market oriented and more interested in the solutions than in the underlying methods & scientific approaches. <u>Disseminating scientific results in the national language of food industries is considered an asset, especially in the case of SMEs</u>. Their source of information is diverse: personal contacts, information relays & intermediaries (chambers of Commerce, technology transfer centres, food industry federations, industry research organisations etc.), research organizations, articles in specialized press, Internet, competitors & clients, equipment & technology suppliers, fairs, etc. The involvement of applicable, skilled intermediaries can significantly improve the access to the industry, particularly to the SMEs.

Policy makers are other users of scientific results as they need external input for policy making. The expectations of civil servants (officials from public body) and politicians (members of parliament etc.) are different and there are also important differences between policy makers at regional, national or European level. Their sources of information include contact with interest groups & intermediates (lobby), technical committees, experts groups, hearings conferences, reports, personal contacts, international press releases or TV etc.

Consumers are also interested in scientific results related to food. They are interested in the characteristics of the final food product with a special concern on safety, nutritional or quality issues. Consumer associations play a particular role of intermediary and lobby. Consumers' main sources of information include TV & Radio, Internet, newspapers, labeling from products, etc.

Four main groups of users are interested in the results of food research: the scientific community, the food industry, policy makers and consumers. For a successful communication, the scientific results need to be translated in a format easily accessible by each category of "receiver".

=> Messages need to be adapted to the audience: the interest of the food industry is different than the interest of a scientist, a policy maker or a consumer.

=> The channel (media) also needs to fit the audience: a researcher does not obtain information from the same source as a consumer, a policy makers or an employee of the food SME.

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What did AGRIFOOD RESULTS measure and how?

The objective of this activity is to identify suitable media for communicating results of food research projects. For this, we have established a ranking of the dissemination activities according to their performance as stated by dissemination managers. The performance of each activity has been estimated according to two criteria: (i) its effectiveness (extent to which the activity is successful in communicating results of research projects to the targeted audience) and (ii) its cost. Each criterion is measured through an index from 0 to 5 (0 less effective / less expensive to 5 most effective / expensive). The index has been established with expert views: 22 persons with experience in dissemination of food research projects answered a questionnaire collecting opinions on effectiveness and costs. Detailed information on the methodology is given in the annex.

What are the results?

The rankings are given for the four main type of audience: (1) the scientific community (2) the food industry, (3) policy makers and (4) the consumers. The combination of several media is not taken into consideration, though it is recognized that in practice, communication of scientific results is based on the utilization of several complementary activities. The tables with the rankings are given in annex.

Communication towards the scientific community

The publication of articles in peer-reviewed scientific journals, conferences, trainings or workshops and visits to other scientists are the most effective way to disseminate results to the research community (Effectiveness index >4).

When taking into account the costs, the organisation of conferences, trainings or workshops disappear from the "top five activities" and are replaced respectively by the publication of press releases and interviews by journalists.

Table 1
Communication towards the scientific community; EI & CEI

	Effectiveness			Cost effectiveness	
Rank	Activity	EI	Activity	CEI
1	Publication of articles in peer-reviewed scientific journals	4,82	Participation in scientific conference outside the project	5,00
2	Organisation of scientific conference	4,64	Visit to other scientists	4,69
3	Participation in scientific conference(s) organised outside the project	4,59	Publication of articles in peer-reviewed scientific journals	4,35
4	Visit to other scientists	4,27	Press release	4,34
5	Organisation of training(s) for scientists and/or regulatory bodies	4,18	Interview(s) by journalist	4,28

EI: Effectiveness Index. CEI: Cost-effectiveness index (based on n = 22 dissemination managers)

(for discussion details see chapter 2.4)

Communication towards the food industry

Active dissemination/marketing by visiting companies, organisation or participation to events dedicated to companies (workshops, conferences, trainings) and leaflets presenting the practical results for the industry arrive in first positions (index above 4). It is followed by dissemination in specialised (food) media (publication of articles, dissemination of press release, interviews by journalists etc.).

When taking into account the costs, changes are similar to the ones observed for the communication towards scientists as the organisation of events disappears from the most five cost-effective activities to be replaced by the publication of press release & interview by journalists.

Table 2
Communication towards the food industry; EI & CEI

	Effectiveness			**Cost effectiveness**		
Rank	**Activity**		**EI**	**Activity**		**CEI**
1	Active dissemination/marketing by visiting companies		4,45	Active dissemination/marketing by visiting companies		5,00
2	Organisation of events (workshop, conference) dedicated to companies		4,41	Participation in events (workshop, conference) dedicated to companies		4,85
3	Leaflet(s) presenting the practical results for the industry		4,18	Interview(s) by journalist		4,67
4	Participation in events (workshop, conference) dedicated to companies		4,18	Leaflet(s) presenting the practical results for the industry		4,61
5	Organisation of training(s) for food companies		4,09	Press release		4,48

EI: Effectiveness Index. CEI: Cost-effectiveness index (based on n = 22 dissemination managers)

These results have been discussed among the *AgriFoodResults* consortium and it has been agreed that organizing events can be cost-effective when they are organized at local level (which is often the case for events dedicated food companies). Active dissemination by visiting companies and organizing events are thus considered as the best way to disseminate scientific results to food companies.

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Communication towards policy makers

Organisation of workshops & trainings, visits to policy makers as well as engagement with media (interview by journalist, dissemination of press release or organisation of press conferences) are the most effective activities in the dissemination process towards policy makers.

Activities aimed at communication scientific results in the media (interview by journalist, publication of press release, organisation of press conference) are the most cost-effective. Visit to policy makers as well the dissemination of documents presenting the results (leaflets) are also represented in the five most cost-effective activities.

Only one activity has an index above 4 for effectiveness while five activities had an index above 4 for research community or the food industry: this fact shows that the respondents find that it is more difficult to identify effective dissemination activities towards policy makers.

Table 3
Communication towards the policy makers; EI & CEI

	Effectiveness			Cost effectiveness		
Rank	Activity	EI		Activity	CEI	
1	Organisation of workshop(s) for scientists and/or regulatory bodies	4,14		Interview(s) by journalist	5,00	
2	Visit to policy makers	3,91		Press release	4,82	
3	Interview(s) by journalist	3,73		Visit to policy makers	4,81	
4	Organisation of training(s) for scientists and/or regulatory bodies	3,64		Leaflet(s) presenting the results	4,51	
5	Press release	3,55		Organisation of press conference(s)	4,37	

EI: Effectiveness Index. CEI: Cost-effectiveness index (based on n = 22 dissemination managers)

It is acknowledged that dissemination towards policy makers often require the combination of several approach and that a single activity is not sufficient. Presentations on meeting where policy makers participate, explanation in expert panels, including presentation of results into the discussion process between the food industry federations / branch associations and government officials are also recognized has been effective and cost effective.

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Communication towards consumers

As for dissemination towards consumers, the respondents find it more difficult to identify effective activities (no index above 4). The publication of articles (interviews by journalist, press release etc.) and dissemination towards consumer associations (direct contact, conference, distribution of leaflet etc.) arrive in first positions (index above 3). When taking into account the costs, results are similar except that the organization of events involving consumer associations is replaced by the organization of press conferences.

Table 4

Communication towards the consumers; EI & CEI

	Effectiveness			Cost effectiveness	
Rank	Activity	EI	Activity	CEI
1	Interview(s) by journalist	3,82	Active dissemination by consumer associations	5,00
2	Active dissemination by consumer associations	3,68	Interview(s) by journalist	4,86
3	Publication of articles in specialised (food or consumer) media	3,45	Publication of articles in specialised (food or consumer) media	4,46
4	Conference(s) involving consumer associations	3,27	Organisation of press conference(s)	4,39
5	Leaflet(s) presenting results for consumer organisations	3,09	Leaflet(s) presenting results for consumer organisations	4,39

EI: Effectiveness Index. CEI: Cost-effectiveness index

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What did we learn from the survey carried out by AGRIFOODRESULTS?

Dissemination activities should be adapted to each audience: the results confirm that activities effective for one audience are not necessarily adapted to another one: for example, the publication of articles in peer-reviewed scientific journals is ranked number 1 for dissemination towards the scientific community, number 20 for dissemination towards food industry or 19 for dissemination towards policy makers.

Direct contacts are important: for each of the four categories, direct contact with the targeted audience (researchers, industry, policy makers or consumer associations) is ranked among the most effective dissemination activities. Direct contacts include the organization of events (conference, workshop or training) as well as visits (to consumer associations, policy makers, food companies or other scientists). On the other hand we have to acknowledge that direct contacts are time consuming in the preparation. In the relationship to the target group trust has to be build first.
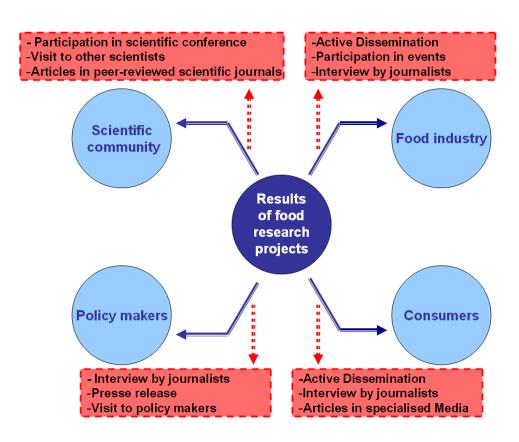

Figure 1
Most cost effective dissemination activities for the main target audience of food research project
Source: AgriFoodResults, 2009

Publications in suitable media are effective: the preparation of documents presenting results for a targeted audience (for example for the industry or for consumers), the distribution of press releases and the publication of articles in adapted media appear in the first places of the most effective activities.

Involvement in events is recommended: organizing and participating in events (conferences, trainings or workshops) is also considered as one of the most effective dissemination activities. These events should target a specific audience (researchers, industry, policy makers or consumer associations). It is recommended to participate in events organized outside the project or to organize a session in another (existing) event as it is less time and money consuming than an event organisation.

Engaging with media is cost-effective: when comparing the results for effectiveness (EI) with the results for cost–effectiveness (CEI), we observe that the ranking of activities related to engagement with media (distribution of press releases, interviews by journalists or organization of press conferences) is progressing. For example the ranking for interviews by journalists goes from 13 to 5 (for communication towards scientists) or from 7 to 3 (for communication towards food industry). Activities involving media represent four activities of the "top 20 activities[8]" for effectiveness and ten activities of the "top 20 activities" for cost-effectiveness.

Modern communication tools such as webinar should not be neglected: although modern communication activities such as webinars or podcasts do not appear in the top activities of this study, it is recognized that they are cost-effective tools for communication. The reason for the low ranking can be attributed to the lack of experience of the persons who participated in the study.

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[8] Five top activities for the four target audience

Conclusion

A common weakness in FP research projects is the poor differentiation between the different target audiences and their specific needs. As an example, the AgriFoodResult survey on dissemination practice in FP6 and FP7 food research projects reveals that more than 70% the projects interviewed use only English language in their communication materials (website, reports etc.) while it is recognized that the use of national languages is very important to address the food industry.

The main finding of our study is that the effectiveness and the cost-effectiveness of dissemination activities vary according to the target audience. Our main message is thus that **from a very early stage of the project** (i.e. during the preparation of the proposal) **target audiences should be identified** and the **activities for each audience should be carefully chosen.** Our study provides guidance for selecting these activities.

Annex I

Cost effectiveness of dissemination activities

Methodology

Overall approach

The ranking is realised through the construction of indexes reflecting the effectiveness, the cost and the cost-effectiveness of each activity.

The indexes have been estimated through opinions of people with experience in the communication of results of food research projects. Opinions have been collected through a questionnaire (22 answers).

Effectiveness

The effectiveness index calculated during the analysis is a direct indicator of the opinion of specialists in communication of results in research projects. The questionnaires allowed respondents to evaluate each dissemination activity on an effectiveness scale of 1-5, which forms the basis of the effectiveness index. Once the results were collected the "Effectiveness index (EI)" was calculated by evaluating percentage response for each of the 5 possible effectiveness choices, and weighting these responses to create an index as follows:

Raw data responses were transformed into percentage responses for each of the activities proposed in the questionnaire as shown below.

	Not effective				Very effective		
Effectiveness	1	2	3	4	5	Don't know	EI
Activity % Hits	7%	14%	21%	29%	29%	0%	3,57

Table XX: Percentage hits and EI calculation – this was done for each activity.

Table XX shows the effectiveness scale from 1-5 in the first row, and the number of hits each achieved in the <u>questionnaire</u>. Finally, the EI index was calculated as follows:

$$EI = \sum_{n=1}^{N} \frac{E_n P_n}{N} = \frac{1 \times \%hits\,for\,e=1 + 2 \times \%hits\,for\,e=2 + \ldots + 5 \times \%hits\,for\,e=N}{N}$$

Where E_n is the effectiveness from 1-5, P_n is the percentage hits for a given e_n.

Additionally, N = the total number of indexes which received a vote in the questionnaire for a given

activity, for example:

	Not effective	Very effective				
	1	2	3	4	5	Don't know
Activity 1	14%	14%	14%	29%	14%	14%
Activity 2	0%	0%	14%	21%	29%	36%

Table XX: Percentage hits, EI calculation illustration

In the first row, N = 5, in the second N = 3.

Costs

It is very difficult to estimate the cost of dissemination activities as prices & salaries vary a lot according to countries, dimension of the activities etc. Instead of estimating prices, the questionnaire asked for time (in days) needed for each dissemination task. This was then translated to cost using an average cost rate of 300€/day.

An average cost result was determined for each dissemination activity. The average cost of each dissemination activity, was then compared to the most expensive activity of all, in order to create the cost index (CI).

$$CI_n = 5 \times \frac{\overline{C}}{C_{m \quad a}}$$

Where CI_n is the individual cost index for any given activity (its value ranges from 1-5), $\overline{C}_n$ is the average cost for a given dissemination activity, and C_{max} is the most expensive activity for any given questionnaire target group (Scientists, Industry etc.).

Cost-effectiveness index

The cost effectiveness ratio is calculated by:

$$TEI_n = 5\left(\frac{0.5EI_n + 0.5(5 - CI_n)}{TEI_{max}}\right)$$

Where CI is the cost index and EI is the effectiveness index. The principle is similar to that behind the effectiveness index (EI) because it measures the effectiveness of a dissemination task, however the TEI takes activity costs index into account which is here proportionally inversed to the cost of the activity itself. Indeed, the activities susceptible to get a better cost effectiveness ratio are those

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whose cost is preferably low. The weightings are 50% for the EI and 50% for the CI.

<u>Accuracy of results</u>

The percentage uncertainty is stated for each answer and determined by the amount of "I don't know" replies.

Therefore, the accuracy of results is gauged by the answer rate. If 22/22 people answered a given question, the result is said to be certain, or have 0% uncertainty. If 11/22 people answered a given question, then we have a 50% uncertainty etc.

Effectiveness

Effectiveness Index: communicating scientific results to the scientific community

E$_{rank}$	Activity	EI
1	Publication of articles in peer-reviewed scientific journals	4,82
2	Organisation of scientific conference	4,64
3	Participation in scientific conference(s) organised outside the project	4,59
4	Visit to other scientists	4,27
5	Organisation of training(s) for scientists and/or regulatory bodies	4,18
6	Organisation of workshop(s) for scientists and/or regulatory bodies	4,18
7	Project website	3,55
8	Publication of articles in specialised (food) media	3,55
9	Leaflet(s) presenting the results for scientists	3,50
10	Press release	3,27
11	E-newsletter(s)	3,14
12	Publication of articles in European media	3,09
13	Interview(s) by journalist (press, TV or radio)	3,05
14	Publication of industry best practice guides	3,05
15	Leaflet(s) presenting the project	2,95
16	Discussion forum	2,59
17	Organisation of press conference(s)	2,59
18	Printed newsletter(s)	2,45
19	Video(s)	2,45
20	Sponsoring of events	2,32
21	Publication of articles in non-specialist media (website, newspaper)	2,23
22	Blogs	1,82
23	Podcasts	1,55

Effectiveness Index: communicating scientific results to the food industry (in particular SME)

E$_{rank}$	Activity	EI
1	Active dissemination/marketing by visiting companies	4,45
2	Organisation of events (workshop, conference) dedicated to companies	4,41
3	Leaflet(s) presenting the practical results for the industry	4,18
4	Participation in events (workshop, conference) dedicated to companies	4,18
5	Organisation of training(s) for food companies	4,09
6	Publication of articles in specialised (food) media	3,91
7	Interview(s) by journalist	3,82
8	Publication of industry best practice guides	3,73
9	Press release	3,59

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10	Project website	3,55
11	Organisation of press conference(s)	3,27
12	E-newsletter(s)	2,95
13	Leaflet(s) presenting the project	2,91
14	Participation in scientific conference(s) organised outside the project	2,82
15	Video(s)	2,77
16	Publication of articles in European media	2,77
17	Publication of articles in peer-reviewed scientific journals	2,64
18	Printed newsletter(s)	2,64
19	Scientific conference(s)	2,59
20	Publication of articles in non-specialist media (website, newspaper)	2,50
21	Discussion forum	2,41
22	Blogs	1,73
23	Podcasts	1,55

Effectiveness Index: communicating scientific results to policy makers

E_{rank}	Activity	EI
1	Organisation of workshop(s) for scientists and/or regulatory bodies	4,14
2	Visit to policy makers	3,91
3	Interview(s) by journalist	3,73
4	Organisation of training(s) for scientists and/or regulatory bodies	3,64
5	Press release	3,55
6	Organisation of press conference(s)	3,55
7	Leaflet(s) presenting the results	3,36
8	Publication of articles in European media	3,05
9	Leaflet(s) presenting the project	3,05
10	Publication of articles in specialised (food) media	3,00
11	E-newsletter(s)	2,86
12	Project website	2,82
13	Scientific conference(s)	2,73
14	Publication of industry best practice guides	2,73
15	Participation in scientific conference(s) organised outside the project	2,73
16	Publication of articles in non-specialist media	2,64
17	Video(s)	2,41
18	Publication of articles in peer-reviewed scientific journals	2,36
19	Printed newsletter(s)	2,27
20	Sponsoring of events	1,86
21	Discussion forum	1,86
22	Podcasts	1,27

	23	Blogs	1,23

Effectiveness Index: communicating scientific results to consumers

E_rank	Activity	EI
1	Interview(s) by journalist	3,82
2	Active dissemination by consumer associations	3,68
3	Publication of articles in specialised (food or consumer) media	3,45
4	Conference(s) involving consumer associations	3,27
5	Leaflet(s) presenting results for consumer organisations	3,09
6	Press release	3,00
7	Organisation of press conference(s)	2,95
8	Publication of articles in non-specialist media	2,91
9	Project website	2,77
10	Video(s)	2,77
11	Discussion forum	2,18
12	Blogs	2,14
13	Publication of articles in European media	1,82
14	E-newsletter(s)	1,73
15	Printed newsletter(s)	1,50
16	Podcasts	1,36

Costs

Cost Index for the different activities

C_rank	Activity	CI
1	Scientific conference(s)	5
2	Project website	3,2
3	Organisation of training(s)	3,03
8	Organisation of workshop(s)	2,35
13	Publication of articles in peer-reviewed scientific journals	1,92
5	Printed newsletter(s)	1,54
4	Sponsoring of events	1,5
6	Video(s)	1,46
14	E-newsletter(s)	1,17
10	Organisation of press conference(s)	1,15
7	Blogs	1,07
12	Discussion forum	1,07

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11	Publication of articles in non-specialist media (website, newspaper)	0,97
15	Publication of articles in European media	0,97
17	Publication of articles in specialised (food) media	0,97
16	Leaflet(s) presenting the project	0,91
20	Visit to other scientists	0,75
9	Podcasts	0,73
18	Publication of industry best practice guides	0,73
19	Leaflet(s) presenting the results for scientists	0,73
22	Participation in scientific conference(s) organised outside the project	0,5
21	Press release	0,38
23	Interview(s) by journalist(press, TV or radio)	0,26

Cost effectiveness

Cost Effectiveness Index: communicating scientific results to the scientific community

E$_{rank}$	Activity	CEI
1	Participation in scientific conference(s) organised outside the project	5,00
2	Visit to other scientists	4,69
3	Publication of articles in peer-reviewed scientific journals	4,35
4	Press release	4,34
5	Interview(s) by journalist	4,28
6	Leaflet(s) presenting the results for scientists	4,27
7	Publication of articles in specialised (food) media	4,16
8	Publication of industry best practice guides	4,02
9	Publication of articles in European media	3,91
10	Leaflet(s) presenting the project	3,87
11	E-newsletter(s)	3,83
12	Organisation of workshop(s) for scientists and/or regulatory bodies	3,76
13	Discussion forum	3,59
14	Organisation of press conference(s)	3,54
15	Publication of articles in non-specialist media	3,44
16	Organisation of training(s) for scientists and/or regulatory bodies	3,38
17	Video(s)	3,30
18	Printed newsletter(s)	3,25
19	Sponsoring of events	3,20
20	Podcasts	3,20
21	Blogs	3,16
22	Project website	2,94
23	Scientific conference(s)	2,55

Cost Effectiveness Index: communicating scientific results to the food industry (in particular SME)

E$_{rank}$	Activity	CEI
1	Active dissemination/marketing by visiting companies	5,00
2	Participation in events (workshop, conference) dedicated to companies	4,85
3	Interview(s) by journalist	4,67
4	Leaflet(s) presenting the practical results for the industry	4,61
5	Press release	4,48
6	Publication of industry best practice guides	4,36
7	Publication of articles in specialised (food) media	4,33
8	Participation in scientific conference(s) organised outside the project	3,99
9	Organisation of press conference(s)	3,89
10	Organisation of events (workshop, conference) dedicated to companies	3,85
11	Leaflet(s) presenting the project	3,82

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12	Publication of articles in European media	3,71
13	E-newsletter(s)	3,71
14	Publication of articles in non-specialist media (website, newspaper)	3,56
15	Discussion forum	3,46
16	Video(s)	3,45
17	Printed newsletter(s)	3,33
18	Organisation of training(s) for food companies	3,31
19	Podcasts	3,18
20	Publication of articles in peer-reviewed scientific journals	3,12
21	Blogs	3,09
22	Project website	2,92
23	Scientific conference(s)	1,41

Cost Effectiveness Index: communicating scientific results to policy makers

E_{rank}	Activity	CEI
1	Interview(s) by journalist	5,00
2	Press release	4,82
3	Visit to policy makers	4,81
4	Leaflet(s) presenting the results	4,51
5	Organisation of press conference(s)	4,37
6	Participation in scientific conference(s) organised outside the project	4,27
7	Leaflet(s) presenting the project	4,21
8	Publication of articles in European media	4,17
9	Publication of articles in specialised (food) media	4,15
10	Publication of industry best practice guides	4,13
11	Organisation of workshop(s) for scientists and/or regulatory bodies	4,00
12	E-newsletter(s)	3,95
13	Publication of articles in non-specialist media	3,93
14	Video(s)	3,51
15	Discussion forum	3,42
16	Printed newsletter(s)	3,38
17	Organisation of training(s) for scientists and/or regulatory bodies	3,31
18	Podcasts	3,27
19	Publication of articles in peer-reviewed scientific journals	3,22
20	Sponsoring of events	3,17
21	Blogs	3,05
22	Project website	2,72
23	Scientific conference(s)	1,61

Effectiveness Index: communicating scientific results to consumers

E_{rank}	Activity	CEI
1	Active dissemination by consumer associations	5,00
2	Interview(s) by journalist	4,86
3	Publication of articles in specialised (food or consumer) media	4,46
4	Organisation of press conference(s)	4,39
5	Leaflet(s) presenting results for consumer organisations	4,39
6	Press release	4,23
7	Publication of articles in non-specialist media	4,13
8	Video(s)	3,77
9	Discussion forum	3,65
10	Blogs	3,62
11	Conference(s) involving consumer associations	3,53
12	Publication of articles in European media	3,48
13	Podcasts	3,36
14	E-newsletter(s)	3,32
15	Printed newsletter(s)	2,95
16	Project website	2,72

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ANNEX II: Uncertainties

Uncertainty of the Effectiveness index

Uncertainty of the EI based on the "I don't know" answers on the questionnaire.

Scientific community		Industry		Policy Makers	
Project website	0%	Project website	0%	Project website	14%
Discussion forum	21%	Discussion forum	21%	Discussion forum	29%
Blogs	43%	Blogs	36%	Blogs	43%
Podcasts	57%	Podcasts	36%	Podcasts	43%
Video(s)	21%	Video(s)	21%	Video(s)	29%
E-newsletter(s)	14%	E-newsletter(s)	7%	E-newsletter(s)	21%
Printed newsletter(s)	21%	Printed newsletter(s)	21%	Printed newsletter(s)	36%
Leaflet(s) presenting the project	0%	Leaflet(s) presenting the project	14%	Leaflet(s) presenting the project	7%
Leaflet(s) presenting the results for scientists	0%	Leaflet(s) presenting the practical results for the industry	0%	Leaflet(s) presenting the results	7%
Press release	0%	Press release	7%	Press release	7%
Organisation of press conference(s)	14%	Organisation of press conference(s)	7%	Organisation of press conference(s)	14%
Interview(s) by journalist (press, TV or radio)	7%	Interview(s) by journalist (press, TV or radio)	0%	Interview(s) by journalist (press, TV or radio)	7%
Publication of articles in peer-reviewed scientific journals	0%	Publication of articles in peer-reviewed scientific journals	0%	Publication of articles in peer-reviewed scientific journals	7%
Publication of industry best practice guides	0%	Publication of industry best practice guides	21%	Publication of industry best practice guides	21%
Publication of articles in specialised (food) media (national language, magazines, web)	0%	Publication of articles in specialised (food) media (national language, magazines, web)	7%	Publication of articles in specialised (food) media (national language, magazines, web)	7%
Publication of articles in European media (English language – European journal, web	0%	Publication of articles in European media (English language – European journal, web)	0%	Publication of articles in European media (English language – European journal, web)	14%
Publication of articles in non-specialist media (website, newspaper)	0%	Publication of articles in non-specialist media (website, newspaper)	7%	Publication of articles in non-specialist media (website, newspaper)	7%
Scientific conference(s)	0%	Scientific conference(s)	0%	Scientific conference(s)	7%
Participation in scientific conference(s) organised outside the project	0%	Participation in scientific conference(s) organised outside the project	0%	Participation in scientific conference(s) organised outside the project	7%
Organisation of training(s) for scientists and/or regulatory bodies (EFSA, food agencies, ministries etc.)	0%	Organisation of events (workshop, conference) dedicated to companies	0%	Organisation of training(s) for scientists and/or regulatory bodies (EFSA, food agencies, ministries etc.)	14%
Organisation of workshop(s) for scientists and/or regulatory bodies (EFSA, food agencies, ministries etc.)	0%	Participation in events (workshop, conference) dedicated to companies	7%	Organisation of workshop(s) for scientists and/or regulatory bodies (EFSA, food agencies, ministries etc.)	7%
Sponsoring of events	7%	Organisation of training(s) for food companies	7%	Sponsoring of events	36%
Visit to other scientists	0%	Active dissemination/marketing by visiting companies	0%	Visit to policy makers	14%

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Guidelines on science and health communication, Social issues research Centre in partnership with the Royal society and the royal institution of Great Britain

Creating an Effective Dissemination Strategy, Sally Harmsworth, Sarah Turpin, TQEF National Co-ordination Team, July 2000

Links
Developing an Effective Dissemination Plan
Research Utilization Support and Help (RUSH), is a Project that works to expand awareness, strategies, and evaluation of knowledge utilization outcomes among NIDRR-supported researchers in order to increase access and use of research results by those that can most benefit from them.
http://www.researchutilization.org/matrix/resources/dedp/

CommNet
CommNet is a network of communications managers in EU-funded research projects about food quality and safety. Starting in 2005, CommNet has since grown to comprise more than 20 projects.
http://www.commnet.eu

SciDevNet, Science and Development Network,
News, views and information about science, technology and the developing world
http://www.scidev.net/en/science-communication/science-journalism/key-documents/practical-guidance/

USEandDIFFUSE
Project co-financed by the European Commission DG Research under the 7-th Framework Programme, with the Objective to enhance the dissemination and exploitation of research results and facilitate the exchange of best practices in this area.
http://www.useanddiffuse.eu/default.aspx?articleID=18836&heading=

Communicating Science News, A Guide for Public Information Officers, Scientists and Physicians
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