Deliverable 11.2 – Communication and outreach strategy

- Work Package 11 – Dissemination & Communication

FARMS ULT

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Abstract	The Communication Strategy defines procedures to inform a wide range of stakeholders in different fields, industries, and end-user groups, ensuring that they understand the benefits of ULTFARMS' outputs. ULTFARMS' goal is to engage with stakeholders at every level, from international to local, to mobilize actors involved in the multi-use development and value chain of LTA production. Through stakeholder engagement and mapping of their capacity to bring change towards impact, ULTFARMS aims to build trust and social acceptance of its products. The transparent communication with all

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	stakeholders is essential to this end. ULTFARMS' tailored outreach campaigns will focus on key stakeholders, multipliers, and interested parties. By engaging with stakeholders, ULTFARMS will build a solid foundation for its Dissemination, exploitation and communication (DEC) activities. In conclusion, ULTFARMS' Communications and Outreach Strategy is a critical component of the project's success. By identifying target groups' values, preferred channels, interests, and communication styles, ULTFARMS will ensure that all stakeholders are informed and engaged. The pilot sites will roll out tailored outreach campaigns to ensure acceptance and support, and stakeholder engagement and mapping will provide the foundation for DEC activities. With a strong focus on transparency and collaboration, ULTFARMS is well-positioned to achieve its objectives and promote social acceptance of LTA production.
Keywords	Communication plan, Communication tools, Outreach strategy

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Acronyms

LTA	Low-Trophic Aquaculture
OWFs	Offshore Wind Farms
LTAPs	Low-Trophic Aquaculture Pilots
Ars	Associate Regions
VI	Visual Identity
EC	European Commission
KPIs	Key Performance Indicators
DEC	Dissemination, exploitation and communication

1. EXECUTIVE SUMMARY

ULTFARMS represents a pioneering ocean multi-use project that endeavors to augment Europe's capacity for low-trophic aquaculture by fostering the sharing of marine space in multi-use settings. Given the deployment of offshore wind farms

globally, ULTFARMS seeks to establish commercially viable low-trophic aquaculture production in more demanding environments, while ensuring environmental and biodiversity protection, carbon footprint minimization and commercial viability.

The project's main objective is to transform offshore aquaculture by devising innovative engineering, technical, ecological, and biological processes that optimize production in harsh offshore conditions and low-salinity environments. To achieve this goal, ULTFARMS integrates Low-Trophic Aquaculture (LTA) systems within Offshore Wind Farms (OWFs) and delivers comprehensive value chain expertise for LTA production. The project engages stakeholders across the value chains of OWF and LTA to guarantee environmentally responsible, low-carbon, and safe LTA products from conception to market.

The project focuses on six Low-Trophic Aquaculture Pilots (LTAPs) in six different locations across the North and Baltic Seas, including Belgium-Belwind (Seaweed-Mussels-Oysters), the Netherlands-Borssele (Mussels), Germany-FINO2 (Seaweed) & FINO3 (Seaweed-Mussels-Oysters) and Denmark-Anholt (Seaweed-Mussels) & Samsø (Seaweed-Mussels). The co-development and co-management by research and industry of these LTAPs will lead to novel designs and operations unique to offshore conditions.

ULTFARMS will advance new cultivation structures, grow-out systems, and eco-friendly design measures through its proposed work. Drawing on existing open databases and operational forecasting systems, such as CMEMS and SeaDATANET, within integrated monitoring and management platforms, such as the HiSea service platform, the planning and operation of LTAs can be effectively supported via an enhanced technical service.

Furthermore, ULTFARMS will offer services to aquaculture producers for monitoring and minimizing diseases and alien species, managing inputs, optimizing sustainable production and demand management including risk analysis. Through the inclusion of five Associate Regions (ARs) throughout the lifetime of the project, lessons learned, and innovations developed will be shared through comprehensive communication and dissemination activities underpinned by the ARs active inclusions in work undertaken with partners.

ULTFARMS represents a significant step forward in the development of sustainable offshore aquaculture, providing significant benefits to both the environment and the economy.

2. INTRODUCTION

ULTFARMS is a collaborative project among partners from academia, research institutes and industry, with the common goal of promoting sustainable and environmentally friendly practices. The project aims to develop offshore multi-use platforms for renewable energy production and aquaculture. The success of the ULTFARMS project relies on effective communication and outreach. This

document outlines the comprehensive strategy developed for this purpose as part of deliverable Work Package 11 (WP11).

The ULTFARMS communication and outreach plan includes targeted activities designed to engage diverse audiences, build awareness and promote the project's findings. The plan is crucial in achieving the project's objectives and ensuring stakeholder engagement, which is facilitated by two dedicated work packages (WP2 and WP11). The stakeholders will be mapped according to their capacity to bring change towards impact and divided into four categories based on their level of interest versus influence. This will ensure transparent communication with all stakeholders and the identification of the best-suited DEC strategy.

The ULTFARMS project follows three main phases: dissemination, exploitation, and communication (DEC), all of which are interlinked and partially run in parallel. To maximize its impact, the project also includes an exploitation work package (WP5) that is linked with the commercialization of project results.

In this document, the key messages, target audiences, communication channels and activities that will be used to effectively communicate with stakeholders, including policymakers, industry professionals, researchers and the general public are outlined. The plan also aims to raise awareness of the project's potential environmental, economic and social benefits, while ensuring transparency and accountability in project communication. By following this comprehensive communication and outreach plan, ULTFARMS aims to widely disseminate its results, actively engage stakeholders and the public, and ensure the project's success.

2.1 LINKS WITH OTHER WORK PACKAGES

The ULTFARMS communication and outreach strategy is closely linked with other work packages, including WP2, WP5 and WP11.

WP2 is dedicated to stakeholder engagement, and its goal is to ensure that all relevant stakeholders have access to the ULTFARMS results. Stakeholders will be divided into four categories based on their level of interest versus influence: key stakeholders, facilitators and deal-breakers, multipliers, and interested parties. This will enable the project team to identify the most appropriate DEC strategy for each stakeholder group.

WP5 is focused on the exploitation of project results, and it aims to ensure that the project's outcomes are translated into practical applications and commercial products. By working in parallel with WP2, WP5 can identify the most promising exploitable results and help ULTFARMS to achieve maximum impact.

WP11 is responsible for ensuring the successful implementation of the communication and outreach plan developed in this document. This work package will monitor the progress of the plan, evaluate its success and adjust the strategy as needed.

In conclusion, the ULTFARMS communication and outreach plan is an integral part of the project's success, and it is closely linked with other work packages to ensure that the project's objectives are achieved. Through effective communication and engagement, ULTFARMS aims to promote sustainable and environmentally friendly practices in the blue economy sector and maximize the project's impact.

3. TARGET AUDIENCE

The success of any project depends on engaging the right stakeholders who possess the required capacity to bring about the desired impact. For the ULTFARMS project, stakeholder engagement is a critical factor in understanding their interests, requirements and capacity.

This engagement will take place at different levels and sectors to mobilize actors involved in multi-use development and value chain of LTA production. To achieve the project's goals, stakeholders will be mapped and classified into four categories based on their level of interest and influence. Furthermore, target groups will be identified to ensure that the ULTFARMS results are accessible to all relevant stakeholders.

3.1 Stakeholder Engagement:

Stakeholder engagement is the backbone of the ULTFARMS project as it provides the foundation for the project's activities. The engagement will take place at different levels, including international, EU, sea basins, national and local levels, and will involve stakeholders from different backgrounds and legitimacies. The stakeholders involved will be actors at different steps in the process of multi-use development and value chain of LTA production, ranging from policy, legislative, financial, processing, harvesting, exploiting, and consuming.

3.1.1 Stakeholder Mapping:

Stakeholder mapping and the establishment of an engagement blueprint provide the foundation for the ULTFARMS project activities, which will be done within WP2. The mapping will classify stakeholders into four categories based on their level of interest versus influence. These categories are:

1. Key stakeholders (high level).
2. Facilitators and deal-breakers (mid-level).
3. Multipliers (low level).
4. Interested parties (minimum effort).

3.2 Target Groups:

Transparent communication with all stakeholders is critical to build trust and social acceptance of ULTFARMS products. Therefore, identifying the right target audiences is necessary to ensure that all relevant stakeholders are aware of and can access the ULTFARMS results. Several overarching target groups have already been identified, including investors & industry, policy makers, scientific communities, citizens, and two focus groups at each pilot site: Community of Practice (CoP) and Industry Sounding Board (ISB).

3.2.1.1 Investors & Industry:

ULTFARMS recognizes the importance of engaging with investors and industry stakeholders in order to enhance commercial viability and improve the go-to-market strategy of the project. The target group for investors and industry covers a wide range of stakeholders, from operators to other impacted sectors. The objective of ULTFARMS´ communication plan is to co-design, co-manage, and co-invest in solutions for LTAP through various communication channels.

The project will engage with investors and industry stakeholders through its website and newsletters, providing regular updates on project progress and outcomes. Social media will also be utilized to reach a wider audience and facilitate dialogue between ULTFARMS and its stakeholders. Events at the local level, such as workshops and training sessions, will be organized to foster collaboration and co-creation of solutions for LTAP.

ULTFARMS will also participate in relevant exhibitions to showcase its pilot solutions and generate interest from potential investors and industry partners. Through these channels, ULTFARMS aims to build strong relationships with investors and industry stakeholders, co-design and co-invest in sustainable solutions, and improve the go-to-market strategy for LTAP.

HOW WILL THE PROJECT BE REACHED OVER 300 INDUSTRIES?

- **Website**
- **Newsletters**
- **Social media**
- **Workshops & Training sessions**
- **Relevant exhibitions (WIND EUROPE)**

Creators: SUB, OR, CTA, KMF, POR, NSF, DELT, PILOT LEADS

When? By M1 -42

3.2.1.2 Customers and consumers

The target group for ULTFARMS' products and services is comprised of customers and consumers who purchase products from LTAPs or utilize ULTFARMS' service

solutions. Our objective is to engage with this target group to co-design solutions that improve LTAPs through various communication channels. These channels include our website and newsletters, social media platforms, local events and exhibitions where pilot solutions will be showcased. By collaborating with customers and consumers, ULTFARMS can improve our products and services to better meet their needs and expectations. This approach will enable us to enhance the commercial viability of our solutions and improve our go-to-market strategy by creating solutions that meet the demands of our target group.

HOW WILL THIS GROUP BE REACHED?

- **Website**
- **Newsletters**
- **Events at local level**
- **Exhibitions to market pilot solutions**

Creators: OR, CTA, KMF

When? By month 36/42

3.2.1.3 Policy Makers

ULTFARMS recognizes the importance of engaging with policy makers to achieve its objective of contributing to a more sustainable use of marine space in the two basins and beyond. This target group is comprised of representatives from governmental agencies and administrative authorities responsible for the implementation of National Energy and Climate Plans (NECPs) and the Green Deal at the European, national, basin and regional levels.

To engage with policy makers, ULTFARMS aims to clarify their needs in different levels of governance and administration. Additionally, ULTFARMS seeks to share and disseminate its results and products through policy briefs, website, social media, workshops and training sessions.

By targeting policy makers, ULTAFRMS hopes to raise awareness and promote sustainable practices in the marine sector. Through its engagement with policy makers, ULTFARMS will contribute to the implementation of National Energy and Climate Plans (NECPs) and the Green Deal.

HOW WILL THIS GROUP BE REACHED?

- **Policy briefs**
- **Website**
- **Social media**
- **Workshops/Training**

Creators: SUB, WR, DELT, PILOT LEADS

When? By month 12/42

3.2.1.4 Scientific Communities

ULTFARMS aims to engage with Scientific Communities, which includes national research institutes, academic bodies, scientific societies and networks, working in the fields of energy transitions, renewable energies, and aquaculture. Our objective is to promote the uptake of results and contribute to knowledge and progress in science and research. We aim to strengthen international cooperation and collaboration in research by disseminating ULTFARMS' findings and achieved progress in methods and application.

We will inform about project results related to the interdisciplinary nature through various channels, including publications in open access peer-reviewed journals, talks, posters and booths at conferences, website and social media. These channels will help us reach out to the Scientific Communities and promote ULTFARMS' results and outcomes to a broader audience. Our aim is to engage with the scientific community to ensure the wider dissemination and adoption of the project's outputs and contribute to the development of sustainable solutions for energy transitions, renewable energies and aquaculture.

HOW WILL THIS GROUP BE REACHED?

- **Publications in open access peer-reviews journals**
- **Talks, posters and booths at conference**
- **Website**
- **Social media**

Creators: RBINS, DELT, HID, UGENT, CTA, SAS, PILOT LEADS

When? By month 20

3.2.1.5 Citizen

The ULTFARMS project aims to foster public acceptance and support for LTA among citizens, the broader public and people linked to the area. The target group for ULTFARMS' outreach efforts includes individuals who have a vested interest in the sustainable use of marine resources. The project's objective is to encourage production and engagement with the public through various channels, including a website and newsletters, social media, events at the local level and workshops. By providing accessible and informative content and facilitating dialogue, ULTFARMS hopes to promote a better understanding of the benefits and challenges of LTA and contribute to the overall goal of sustainable marine resource management.

HOW WILL THIS GROUP BE REACHED?

- **Website**
- **Newsletter**
- **Social media**

- **Events at local level**
- **Workshops**

Creators: SUB, CTA, PILOT LEADS

When? By month 6/36

3.2.1.6 Community of Practice:

The Community of Practice (CoP) is a crucial element in the ULTFARMS project's strategy to validate and enhance the acceptance of its results and products locally. The CoP is composed of local stakeholders such as fisheries, renewable energy operators, policy makers and other relevant actors. The main objective of the CoP is to facilitate coordinated co-creation, co-design, co-development, and co-ownership of solutions in each of the pilots.

The ULTFARMS project aims to maximize buy-in and exploitation of the products and services coming out of the project, and the CoP is the ideal platform to achieve this goal. Regular meetings with members will be held to ensure that their feedback is incorporated at all stages of pilot development. The ULTFARMS project is committed to listening to the concerns and feedback of its stakeholders and will use the KANBAN method to manage them. This approach ensures multiple feedback loops, expectations management, and progress tracking over time.

By engaging local stakeholders and facilitating their involvement in the development and validation of the ULTFARMS project's results and products, the CoP will enhance wider acceptance and uptake of the project's solutions. Through this collaborative effort, ULTFARMS aims to maximize the exploitation and ownership of its products and services, which will contribute to more sustainable use of marine space in the two basins and beyond. The ULTFARMS project recognizes the importance of the CoP as a valuable platform for ensuring the local validation and exploitation of its results and products.

HOW WILL THIS GROUP BE REACHED?

- **Events at local levels**

Creators: SUB, DELTARES, VLIZ, UGENT

3.2.1.7 Industry Sounding Board:

ULFTARMS recognizes the importance of stakeholder engagement, and the Industry Sounding Board (ISB) is a key element in achieving this objective.

The ISB is a sea basin-level forum that aims to promote the efficient exploitation of project results and the development of collaborative networks, ensuring maximum uptake of ULTFARMS' products and services. It is composed of existing SMEs and industries with strong links to R&D and innovation networks, building on the success of the SUBMARINER Accelerator.

By connecting with major bioeconomy industry networks, the ISB creates linkages that promote new blue-green biotechnology solutions while tracking how activities in all work packages interlink and contribute to real market needs.

The ISB comprises industry and scientific representatives, end-users, and regulatory authorities, ensuring cutting-edge knowledge is made available to stakeholders and end-users as early as possible and in a format that is appropriate for specific stakeholders. The coordinator manages the selection process of ISB members with support from project partners to ensure a diverse range of expertise and perspectives. The ISB holds regular online meetings and is involved in five specific Open Innovation workshops, maximizing the wider innovation potential in each of the six pilots. By engaging with the ISB, ULTFARMS can validate its results and products locally, enhancing wider acceptance and uptake of results to maximize exploitation and ownership. The ISB plays a crucial role in developing collaborative networks for future multi-use aquaculture and innovation projects, promoting maximum efficiency and real market needs while integrating sustainability, natural ingredients, and safety trends.

HOW WILL THIS GROUP BE REACHED?

- **Workshops**
- **Events at local level**
- **Exhibitions to market pilot solutions**
- **Training**
- **Social media (?)**

Creators: ALL PP

4. PROJECT´ S COMMUNICATION ARCHITECTURE

4.1 VISUAL IDENTITY AND POSITIONING

The visual identity and positioning of ULTFARMS are crucial components of the project's communications and outreach strategy. As explained in detail in WP 11.1, the visual identity encompasses the project's logo, color scheme, typography, and graphic elements, all of which convey the project's values, goals, and identity. A strong visual identity can create a lasting impression in the minds of stakeholders and potential users, making it easier to recognize and remember the project.

Moreover, the visual identity and positioning are closely linked to the project's communications and outreach strategy, which aims to disseminate ULTFARMS's findings and achievements to various stakeholders and audiences. The visual identity helps to reinforce the project's brand and message across different communication channels, such as the project website, social media, publications, and events. It ensures consistency and coherence in the project's communication materials, making them easily recognizable and appealing to the target audience.

In summary, the visual identity and positioning of ULTFARMS are essential elements of the project's communications and outreach strategy, enabling effective and consistent communication with stakeholders and audiences. A strong visual identity can enhance the project's visibility, recognition, and reputation, contributing to the project's success in achieving its objectives.

4.2 COMMUNICATION TOOLKIT

ULFTARMS is committed to effectively communicating its mission and findings to a wide range of audiences, from industry leaders to citizens. To achieve this, we have developed a comprehensive communication toolkit that includes a range of materials such as key messages, mission statements, taglines, boilerplates, and tailored messages for specific audiences. Our toolkit also includes a strong social media presence, promotional materials, side templates, videos, newsletters, press releases, and blog articles. Through these tools, ULTFARMS can effectively disseminate our research and progress, engage with stakeholders, and foster a better understanding of our mission and objectives.

The ULTFARMS project is an ambitious, interdisciplinary project that involves various stakeholders at different levels, from international to local. To ensure effective communication with all these stakeholders, the project has developed a comprehensive communication toolkit. This toolkit includes key messages, communication statements, taglines, and a boilerplate, all of which are designed to help stakeholders understand the project's goals, objectives, and outcomes.

All project partners are warmly encouraged to use those key messages without the need to review them with the PSC.

4.2.1 KEY MESSAGES

The key message is a concise statement that encapsulates the ULTFARMS project's overall purpose and value proposition. This message is designed to be memorable and easily understood by all stakeholders, regardless of their background or level of involvement with the project.

The **key message** for the **ULTFARMS** project is "**Maximizing sustainable multi-use of low-trophic level species to support Blue Growth in the EU**."

4.2.2 MISSION STATEMENT

A mission statement communicates the purpose of the project. It is a concise and simple statement defining what the project intent.

ULFTARMS' mission is to **demonstrate ocean multiuse by developing innovative and sustainable solutions for low-trophic aquaculture production in offshore wind farms**, while **promoting food security** and **renewable energy** integration.

4.2.3 TAGLINE

The tagline is a short, easily remembered phrase to directly identify the ULTFARMS project.

"**Revolutionizing sustainable seafood production with offshore wind farms and aquaculture integration**"

4.2.4 BOILERPLATE

A boilerplate text can be reused in multiple documents without significant changes to the original. The text should be used whenever the project needs to be concisely presented (policy briefs, blog article, press releases, job advertisements, etc.), therefore it should only include the essential details of the project and its objectives.

ULFTARMS is a cutting-edge research project that aims to develop innovative and sustainable solutions for Low-Trophic Aquaculture production in offshore wind farms. The project utilizes renewable energy sources and integrates aquaculture with offshore wind power generation to address the challenges of food security and sustainable production. ULFTARMS is led by a consortium of industry leaders and academic institutions and is supported by the European Union's Horizon 2020 research and innovation program.

4.3 KEY MESSAGES PER AUDIENCE

ULTFARMS' Key Messages per Target Audiences.

4.3.1 Investors & Industry:

ULTFARMS seeks to enhance commercial viability and improve go-to-market strategy for large groups of stakeholders, including operators, farmers, and other impacted sectors. By leveraging innovative technology and sustainable practices, ULTFARMS aims to create profitable and scalable solutions for the aquaculture industry. ULTFARMS' commitment to collaboration and stakeholder involvement ensures that the needs of the industry are met while promoting sustainable growth and maximizing the benefits for all involved.

4.3.2 Consumers and Customers:

ULTFARMS is dedicated to improving products and services for customers who buy products from LTAPs or use ULTFARMS services and solutions. By adopting innovative technology and sustainable practices, ULTFARMS aims to create products that are environmentally friendly, nutritious, and safe. ULTFARMS' commitment to collaboration and stakeholder involvement ensures that customers' needs are met while promoting sustainable growth and maximizing the benefits for all involved.

4.3.3 Policy Makers:

ULTFARMS seeks to contribute to a more sustainable use of marine space in the two basins and beyond. The project aligns with National Energy and Climate Plans (NECPs) and the Green Deal at the European, national, basin and regional levels. By leveraging innovative technology and sustainable practices, ULTFARMS aims to create scalable and profitable solutions that promote the sustainable growth of the aquaculture industry. ULTFARMS' commitment to collaboration and stakeholder involvement ensures that the needs of policy makers are met while promoting sustainable growth and maximizing the benefits for all involved.

4.3.4 Scientific Communities:

ULTFARMS aims to contribute to the uptake of results, knowledge/progress in science and research, and strengthen international cooperation and collaboration in research. By adopting innovative technology and sustainable practices, ULTFARMS seeks to develop scalable and profitable solutions that are environmentally friendly, nutritious, and safe. ULTFARMS' commitment to collaboration and stakeholder involvement ensures that the needs of the scientific community are met while promoting sustainable growth and maximizing the benefits for all involved.

4.3.5 Citizens:

ULTFARMS aims to foster public acceptance of and support for LTA. By adopting innovative technology and sustainable practices, ULTFARMS seeks to create products that are environmentally friendly, nutritious, and safe, while promoting sustainable growth of the aquaculture industry. ULTFARMS' commitment to collaboration and stakeholder involvement ensures that the needs of citizens are met while promoting sustainable growth and maximizing the benefits for all involved.

4.3.6 Community of Practice (CoP):

ULTFARMS seeks to facilitate a coordinated co-creation of solutions in each of the pilots, with the aim of validating results and products locally. By involving local stakeholders in the design, development, and ownership of solutions, ULTFARMS aims to enhance wider acceptance and uptake of the results, maximizing exploitation and ownership. Regular meetings with members of the CoP will be held to ensure that their feedback is taken into consideration at all steps of the pilot development. Through this collaborative approach, ULTFARMS aims to create sustainable solutions that are not only effective but also widely accepted and implemented in the local communities.

4.3.7 Industry Stakeholder Board (ISB):

ULTFARMS aims to have ISB as a target group to enable strong EU-wide industry involvement in the project to promote maximum efficiency in the exploitation of project results and the development of collaborative networks for future multi-use aquaculture and innovation projects. The ISB will track how ULTFARMS activities contribute to real market needs and integrate market trends such as sustainability, natural ingredients, and safety. ULTFARMS partners are engaged in several scientific and stakeholder networks, ensuring the project results are validated, disseminated, and taken up by relevant users, thus maximizing the impact of ULTFARMS pilots.

4.4 SOCIAL MEDIA

4.4.1 Social Media Guidelines

The following social media guidelines have been developed to assist ULTFARMS project partners in effectively promoting and sharing project-related content on social media platforms. By adhering to these guidelines, project partners can help increase the visibility and engagement of the ULTFARMS project, while ensuring that messaging remains consistent and easily discoverable by our target audience.

4.4.1.1 Captions:

To provide consistency in messaging, we strongly encourage all project partners to use one of the following captions when posting about ULTFARMS on their social media channels:

- "**Sharing space for sustainable seafood: ULTFARMS paving the way for low-trophic aquaculture in offshore wind farms**."
- "**Innovative solutions for sustainable seafood: ULTFARMS creating profitable and eco-friendly low-trophic food production from offshore aquaculture**."
- "**ULFTARMS: Combining offshore wind and aquaculture for sustainable food production and create environmental protection**."
- "**From testing to commercialization: ULTFARMS delivering profitable and eco-friendly low-trophic food production from offshore aquaculture within wind farms**."
- "**Building a better future for seafood production: ULTFARMS developing novel engineering, technical, and ecological processes for low-trophic aquaculture in harsh offshore conditions**."

4.4.1.2 Hashtags:

To increase the visibility of ULTFARMS on social media platforms, we recommend that project partners use at least three of the following hashtags when posting about the project:

- #ULTFARMS #OceanMultiUse #SustainableBlueEconomy #Innovation #OffshoreWindfarms #RenewableEnergy #Aquaculture #Seaweedproduction #LowTrophicAquaculture

4.4.1.3 Tagging:

For maximum visibility and engagement, it is essential that all project partners consistently tag the ULTFARMS project profile and one another in any social media posts related to the project.

In order to boost project´s visibility and outreach it is suggested to tag the project´s profile and project partners 'profiles in both the caption and the picture (if the post includes an image).

Additionally, we strongly recommend including a link to the project website.

4.4.1.4 Content:

To ensure a consistent and effective social media presence for the ULTFARMS project, the following guidelines should be followed:

All social media posts must be related to the ULTFARMS project, sister projects, events, and relevant world days such as World´s Ocean Day. Posts must align with the project's goals and values.

A social media template (see Chapter 4.5.3) will be available for partners to tweet about ULTFARMS from their accounts. The use of such template is not compulsory.

Posting Frequency: The ULTFARMS social media profile will aim to post three times per week.

- One post will be about news relevant to the project or project partners, which will be information forwarded by the project partners through a fill-in newsletter format.
- One post will be a retweet on relevant outputs from sister projects.
- ULTFARMS will establish the #pilotswednesday, where every Wednesday the project profile will share information about one of the pilots.

By following these guidelines, the ULTFARMS social media presence will help raise awareness of the project and engage stakeholders, while act as a dissemination tool to reach a broader audience.

4.5 PROJECT TEMPLATES

The ULTFARMS project has developed three templates, a Word template, a PowerPoint template and a social media template to assist project partners in creating high-quality and professional project-related content.

4.5.1 WORD TEMPLATE

The Word template has been designed specifically as a deliverable frame for project partners to use when creating any project-related documents, reports or other deliverables. The template includes pre-formatted sections and headings to guide partners in presenting their content in a clear and consistent manner. Additionally, the template provides standard formatting and styles, such as fonts, margins, and spacing to ensure that all project-related content is consistent and of high quality. The use of this template will ensure that all project-related documents and reports are easily understandable, visually appealing and consistent.

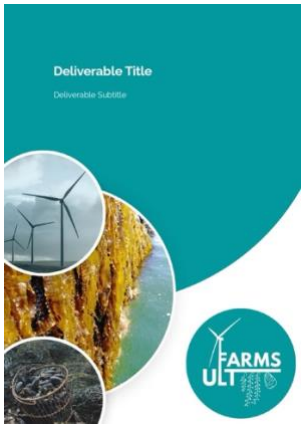

Figure 1 ULTFARMS ´word template

4.5.2 POWER POINT TEMPLATE

On the other hand, the PowerPoint template is designed to assist project partners in creating effective and engaging presentations for dissemination purposes. The template is structured to ensure that partners present the project's objectives, activities, and results in a clear and concise manner. The template includes pre-designed slides and graphics, which will assist partners in creating a visually appealing and professional-looking presentation. The use of this template will help partners to present their work in an engaging and effective way, thus increasing the project's visibility and dissemination to the public.

Figure 2 ULTFARMS´ pp template

In conclusion, the use of the **ULTFARMS Word and PowerPoint templates will ensure that project partners present their work in a consistent, high-quality, and professional manner**. By using these templates, partners will be able to create engaging project-related content that will increase the visibility and dissemination of the project to the public.

4.5.3 SOCIAL MEDIA TEMPLATE

A social media template has been developed by the ULTFARMS project to provide project partners with a pre-designed framework for creating high-quality and professional project-related content. This template is specifically designed to be used for posting on the project's Twitter page and LinkedIn page, ensuring that all content is visually consistent and of a high standard.

The template includes pre-formatted sections and headings to guide partners in presenting their content in a clear and consistent manner. It also provides standard formatting and styles, such as fonts, colors, and spacing, ensuring that all project-related content is easily understandable, visually appealing, and consistent with the ULTFARMS project branding.

By utilizing this social media template, the ULTFARMS project aims to enhance the impact of its social media presence, and ensure that all posts and updates are coherent, professional, and effective in promoting the project's goals and objectives.

Figure 3 ULTFARMS´ social media´s template

4.6 PICTURES

It is required that all project partners utilize the three selected pictures representing the main activities involved in ULTFARMS.

The pictures have been uploaded on the Team's project group, in their project-related materials and communications.

5. PROJECT´S COMMUNICATION MATERIALS

5.1 PROMOTIONAL MATERIAL

ULFTARMS is committed to promote ULTFARMS and its potential impacts through a variety of promotional materials, including flyers, posters, banner and a project summary/factsheet. These materials will be updated and revised as the project progresses, in order to ensure that they remain relevant and effective for our target audiences.

The initial set of flyers, posters/banners, and factsheets will provide a general overview of the ULTFARMS project. As the project progresses, these materials will be updated to reflect the target audience and project stage.

Project partners should distribute flyers, posters/banners, and factsheets at relevant events and through their networks to increase project visibility.

The roll-up banner features a QR code that leads to the project's website and will not be revised.

If budget and personnel resources allow, additional promotional materials can be created upon request, and a minimum of three weeks is required for their preparation. Translations of materials can also be provided upon request, provided that the requesting party supplies the corresponding translated texts.

Promotional material	**Quantity**	**Who**
PROJECT FLYER	1	SUB, DELTARES
1 Pilot-specific, ad-hoc flyers upon project progresses	6	SUB, DELTARES AND PILOTS LEADS
Factsheets to highlight the key project results	4	SUB, DELTARES AND PILOTS LEADS
Roll-up banner template	1	SUB, DELTARES

6. COMMUNICATION CHANNELS AND KPIs

6.1 WEBSITE

The ULTFARMS project recognizes the importance of developing an effective website plan for dissemination and promotion purposes. The ULTFARMS website will act as the project's public facing portal, providing information about the project's objectives, main activities, partnership, and main results. Moreover, the website will serve as a repository of ULTFARMS outcomes, showcasing the project's achievements and disseminating its findings to the wider public.

To achieve this, the ULTFARMS website will be regularly updated with news items, visual resources, and relevant project contents.

Furthermore, the website will include a link to the project's social media channels, allowing for a web-based strategy that uses Twitter and LinkedIn to promote ULTFARMS activities and engage with the public. *The website will also feature a 'live section' where topics and questions related to the project can be posted for open discussion.*

6.1.1 KPIs:

- **Over 3000 website visits**

  The number of visits to the ULTFARMS website will be used as an indicator of the project's impact on the wider public.

  This KPI will measure the number of people who are interested in the project's activities and outcomes and are visiting the ULTFARMS website to access more information.

Achieving Targets:

To achieve the KPIs for ULTFARMS social media activities, the following strategies will be implemented:

- **Web-based strategy**

  The ULTFARMS website will be used as a hub for all project-related information. The website will be regularly updated with blogs, visual resources, and a discussion section to encourage engagement and interaction with the wider public.

➢ **CREATOR: SUB and ALL PPs (to upload relevant project´s outputs)**

BY WHEN: M3 – Full project website

6.2 SOCIAL MEDIA

The ULTFARMS project is aimed at promoting multiuse of the ocean space through sustainable farming and fishing practices in order to achieve food security

and sustainability. To achieve this goal, the project is using various communication channels, including social media, to disseminate information about the project activities, achievements and outcomes.

6.2.1 KPIs:

These KPIs will enable the project to evaluate the effectiveness of the website plan in achieving its goals of outreach and dissemination.

- **Over 500 FOLLOWERS**

  The number of followers on the social media channels (Twitter and LinkedIn) will be used as an indicator of the project's outreach to the wider public.

  This KPI will measure the number of people who are interested in the project's activities and outcomes and are following the project's social media channels.

- **Over 3000 LIKES AND SHARES**

  The number of likes and shares on the social media posts will be used as an indicator of the project's engagement with the audience.

  This KPI will measure the level of interest and engagement of the followers with the project's activities and outcomes.

Achieving Targets:

To achieve the KPIs for ULTFARMS social media activities, the following strategies will be implemented:

- **Regular updates**

  The social media channels will be regularly updated with the latest project activities, achievements and outcomes. This will keep the followers engaged and interested in the project.

- **Engaging content**

  The social media posts will be designed to be visually appealing and engaging, with a focus on promoting the project's activities and outcomes.

The ULTFARMS social media KPIs will be used to measure the effectiveness of the website plan in achieving its goals of outreach and dissemination. The achievement of these KPIs will be an indicator of the project's success in reaching out to the wider public and promoting sustainable farming and fishing practices.

- **CREATOR: SUB and ALL PPs (to upload relevant project´s outputs)**
- **BY WHEN: BY M42**

7. DISSEMINATION

Dissemination activities play a critical role in ensuring the success of ULTFARMS' pilot solutions. To reach a wider audience and promote the benefits of the project, the consortium will employ a range of activities, including videos, promotional material, exhibitions, workshops, and training, organized events, newsletter, policy briefs, and scientific publications.

Videos will be created to showcase the progress and impact of the pilot solutions, highlighting their potential to revolutionize the aquaculture sector. These videos will be promoted on the project's website and social media channels, providing a platform for sharing with interested stakeholders.

Promotional materials, such as brochures and flyers, will be produced to communicate the project's objectives, activities and expected results. These materials will be distributed at relevant events, such as aquaculture conferences and trade shows, to raise awareness of the project and its potential.

Exhibitions will be held to showcase the pilot solutions to potential end-users, investors, and policymakers. These exhibitions will provide an opportunity to interact with stakeholders, showcase the benefits of the solutions, and obtain feedback that can be used to refine the solutions.

Workshops and training sessions will be organized to engage with stakeholders and transfer knowledge on the pilot solutions. These events will target a range of audiences, including end-users, policymakers, investors and researchers, and will provide opportunities for networking and collaboration.

Organized events will also be used to raise awareness of the project and its potential impact. These events will include webinars, seminars, and other meetings with stakeholders, providing a platform for discussion and exchange of ideas.

The project's **newsletter** will be published regularly, providing updates on the project's progress, pilot solutions, and upcoming events. Policy briefs will be produced to communicate with policymakers on the potential impact of the project and the importance of supporting sustainable aquaculture practices.

Finally, **scientific publications** will be produced to share the project's results and findings with the broader scientific community, contributing to the advancement of knowledge in the field of multi-use aquaculture.

Overall, ULTFARMS' dissemination activities will ensure that the project's pilot solutions reach a wide audience, generate interest and support, and contribute to the development of sustainable aquaculture practices.

7.1 VIDEOS

As part of the dissemination plan, ULTFARMS will leverage exhibitions and events to promote the solutions and products resulting from its pilots.

ULTFARMS will create a series of videos for each pilot, highlighting the key features and benefits of the solutions. The promotional material will also include brochures, posters and other marketing collateral that will be used during exhibitions and events.

7.1.1 KPIs:

The success of the videos will be measured by the following KPIs:

- **Video per Pilot**

  ULTFARMS will produce a promotional video for each pilot. The KPI for this will be the completion of the production of videos for all pilots.

8. EVENTS

8.1 EXIBITIONS TO MARKET PILOT SOLUTIONS Exhibition Strategy:

ULTFARMS will participate in various industry events, science fairs, trade fairs, and local events to showcase its pilot solutions and products. These events will provide an opportunity to reach potential consumers and customers, raise awareness about the project and generate interest in the solutions. The events will also be an opportunity to network with other stakeholders and collaborators in the industry.

As part of the dissemination plan, ULTFARMS will leverage exhibitions and events to promote the solutions and products resulting from its pilots. This chapter outlines the plan for creating promotional material and the approach for leveraging industry events, science fairs, trade fairs, and local events as platforms for exhibiting.

Exhibitions play a vital role in ULTFARMS' Dissemination activities as they provide an excellent opportunity to showcase and market the project's pilot solutions. These exhibitions are closely linked to the WP 5"Commercialization: Exploitation and business planning" lead by CTA.

WP5 aims to promote and boost the commercialization of project results through the identification of Key Exploitable Results (KERs). ULTFARMS will select results with high market potential, will develop the different business models and two workshops will be organized. The market analysis will be carried out to identify potential competitors and customers. These results will be presented at exhibitions, providing an opportunity to showcase them to potential customers, investors, and partners.

The exhibitions will be organized in collaboration with ULTFARMS' pilot partners and other stakeholders. These exhibitions will be designed to highlight the pilot solutions and their benefits, and to create awareness of the project's objectives

and results. Through these exhibitions, ULTFARMS will be able to connect with potential customers and partners, gather feedback, and foster new collaborations.

ULTFARMS will attend 10 industry-related events over the course of the project. These events will be carefully selected to ensure maximum exposure and outreach to potential consumers and customers. The KPI for this will be the successful attendance of 10 events.

ULTFARMS will participate in various industry events, science conferences and local events to showcase its pilot solutions and products. These events will provide an opportunity to reach potential consumers and customers, raise awareness about the project, and generate interest in the solutions. The events will also be an opportunity to network with other stakeholders and collaborators in the industry.

As part of the dissemination strategy, ULTFARMS project will participate and organize events related to aquaculture, renewable energy, climate change and restoration to increase the visibility of the project and disseminate its main results.

All ULTFARMS partners will present the project's main results at events related to aquaculture, renewable energy, climate change, and restoration. The presentation of results may take place via workshops, panels, or poster presentations, among others. The project will join forces with other related initiatives and multipliers in the co-organization of events to ensure maximum impact.

The project will also outreach to target groups at relevant events through stands and presentations at conferences and workshops. The ULTFARMS team will engage with attendees to raise awareness about the project and its objectives, as well as promote the dissemination of its results.

8.1.1 KPIs:

The success of the exhibitions will be measured by the following KPIs:

- **Attending 10 Industry-Related Events**
- **Over 30 other relevant conferences attended**

  ULTFARMS will participate in 30 or more conferences related to marine planning, aquaculture, renewable energy, climate change, and restoration. 2000 people are expected to be reach in the whole duration of the project through the attended events.

- **Over 20 presentations given**

  The project team will deliver 20 or more presentations at these conferences and events.

ULTFARMS' exhibition strategy will help the project to effectively market its pilot solutions and products, generate interest, and create awareness among potential consumers and customers. The KPIs will enable the project to evaluate the effectiveness of its strategy and make any necessary adjustments to achieve its outreach and dissemination goals.

- **CREATOR: CTA, OR, WR, OOS, FuE, KMF, DELT and ALL PPs**
- **BY WHEN: depending on the identified events + pilots' development.**

8.2 WORKSHOPS AND TRAININGS

As part of its Dissemination activities, ULTFARMS will be organizing thematic workshops and training events to engage stakeholders and promote the wider uptake of its pilot solutions. These activities will not only facilitate knowledge sharing but also encourage collaboration and enhance the capacity of stakeholders to implement and adopt sustainable land use practices.

The workshops will provide an exchange platform for the Industry Sounding Board (ISB) and other stakeholders, focusing on specific themes such as validation, innovation potential, and wider uptake of the pilots. Close collaboration with the Baltic and the North Sea basin lighthouse will be ensured to maximize impact by leveraging other relevant initiatives and projects.

In addition, ULTFARMS will organize training events that cover innovative solutions, best practices, and policy frameworks. These events will target a wide range of stakeholders, including decision-makers, practitioners, and researchers, and will be tailored to meet the needs of different stakeholders. The goal is to enable stakeholders to apply the knowledge and skills gained from the training to their specific contexts.

These dissemination activities are closely linked with the project's exploitation and business planning efforts under WP58. By engaging with stakeholders, promoting knowledge sharing, and identifying the most exploitable results of the project, ULTFARMS aims to effectively deliver project results to European society. Additionally, by assessing the economic impact and managing Intellectual Property Rights (IPRs) properly, ULTFARMS will pave the way for a swift introduction of project results in the market.

8.2.1 KPIs:

The success of the workshops and training events will be measured by the following KPIs:

- **5 General events (workshops, online/ in person trainings)**

  ULTFARMS will organize five thematic workshops over the course of the project. The KPI for this will be the successful completion of five workshops.

- **Minimum reach of 400 Participants in total**

  Each workshop will have a minimum of 10 participants to ensure effective engagement and knowledge sharing.

The ULTFARMS workshops and training events will play a crucial role in engaging stakeholders, validating pilot solutions, and ensuring their wider uptake. The

events will also provide an opportunity to enhance stakeholders' capacity to implement sustainable land use practices. The KPIs will enable the project to measure the effectiveness of its engagement strategy and make necessary adjustments to achieve its outreach and dissemination goals.

- **CREATOR: CTA KMF, SUB, VLIZ, CTA, OR, DTU, WR, DELT**
- **BY WHEN: M39**

8.3 NEWSLETTER

The ULTFARMS project will distribute a visually appealing and concise newsletter to keep all subscribers and partner networks up to date with project activities, publications, news, opinion blogs, and a "multi-use innovation corner." This document outlines the plan for the newsletter, including its content, distribution, and Key Performance Indicators (KPIs).

8.3.1 Newsletter Content:

The ULTFARMS newsletter will be published every 6 months and will include information on project activities, findings, publications, and upcoming events. The newsletter will also feature an opinion blog and a "multi-use innovation corner" to showcase promising applications from around the world.

8.3.2 Newsletter Distribution:

The newsletter will be distributed to all subscribers and partner networks of ULTFARMS. The distribution list will be updated regularly to ensure all stakeholders are reached effectively.

8.3.3 KPIs:

The success of the newsletter strategy will be measured by the following KPIs:

- **6 newsletters released**

  The ULTFARMS project will release six newsletters over the course of the project. The KPI for this will be the successful release of six newsletters on time.

- **800 people reached through the newsletter**

  The newsletter will be distributed to a target audience of 800 people. The KPI for this will be the successful distribution of the newsletter to 800 people.

- **500 subscribers**

  The ULTFARMS project aims to have at least 500 subscribers to the newsletter. The KPI for this will be the achievement of at least 500 subscribers to the newsletter.

The newsletter strategy will ensure that all stakeholders are up to date on the progress of the project, its main results, and upcoming events. The newsletter will also showcase innovative ideas and applications from around the world, keeping stakeholders informed of promising developments in the sector.

The ULTFARMS newsletter strategy will be a vital tool in keeping stakeholders informed and engaged with the project's progress. The KPIs will enable the project to measure the effectiveness of its strategy and make any necessary adjustments to achieve its outreach and dissemination goals.

8.4 POLICY BRIEFS

Policy briefs are an essential communication tool used to present research and recommendations to a non-specialized audience.

ULTFARMS will develop a series of policy briefs to provide evidence-based policy advice to help readers make informed decisions. These policy briefs will be developed in plain language and draw clear links to policy initiatives.

The aim of the policy briefs is to provide policymakers with a better understanding of ULTFARMS' research and recommendations. By presenting the research findings in a concise and accessible format, policy briefs make it easier for policymakers to make informed decisions that can lead to impactful policy changes.

The policy briefs will cover a range of topics related to ULTFARMS, such as aquaculture, renewable energy, climate change, and restoration. Each brief will focus on a specific topic and distill the research findings into clear and concise language. The briefs will also provide clear recommendations that policymakers can implement to make positive changes in the relevant field.

The policy briefs will be designed in a visually appealing format, with a length of a maximum of 1-3 pages. The briefs will include an executive summary, an introduction to the topic, a summary of the research findings, and clear policy recommendations.

The policy briefs will be distributed to policymakers, government agencies, and stakeholders in the relevant fields. ULTFARMS will also share the briefs on its website and social media channels to increase their reach and impact.

8.4.1 KPIs:

The success of the policy briefs will be evaluated based on the following KPIs:

- Development of **5 policy briefs** covering key topics related to ULTFARMS
- **Wide dissemination** of the briefs to relevant stakeholders
- **Positive feedback and uptake** of policy recommendations in the briefs

ULTFARMS' policy briefs will provide policymakers with valuable insights and recommendations based on the project's research findings. The briefs will be developed in a concise and accessible format and distributed widely to ensure their impact. The KPIs will enable the project to evaluate the effectiveness of its policy briefs and make any necessary adjustments to achieve its dissemination goals.

8.5 SCIENTIFIC PUBLICATIONS

The ULTFARMS project aims to disseminate its research findings and recommendations to a wide audience, including the scientific community, policymakers, and the general public. To achieve this, several publications will be produced, including reports, articles and scientific papers.

Scientific papers will also be published, and they will be made open access to ensure maximum accessibility. The papers will be submitted to relevant peer-reviewed journals, and all partners will act as multipliers, contributing to the dissemination of articles within their networks.

The publication of these materials will contribute to the increased visibility of the project, knowledge transfer to the scientific community and other stakeholders. The scientific papers will also provide a platform for the exchange of ideas and knowledge between researchers in the field. The reports and articles will enable policymakers to make informed decisions by providing them with evidence-based policy advice.

8.5.1 KPIs:

The following KPIs will be used to measure the success of the publication plan:

- All deliverables available on the project website
- At least 5 scientific paper submissions
- At least 10 reports and articles published in relevant media outlets

9. SUGGESTED COMMUNICATION PROCEDURES

It is important to note that the communication procedures outlined below are tentative and subject to discussion and eventual approval during the first project steering committee. ULTFARMS plans to undertake various activities that will result in numerous achievements worth sharing publicly. However, we aim to maintain a fair and respectful approach that upholds the intellectual property rights of all pilot partners involved in the project. As such, the proposed communication procedures are as follows.

9.1 News Approval Process

The partners are not permitted to share any news that has not been previously approved through the standard process for news review included in the ULTFARMS Consortium Agreement (CA). The term "news" refers to any information related to the activities undertaken in the ULTFARMS project, including future for activities that are intended to be shared in public communications. News can be presented in various forms, such as press releases, press articles, web articles, presentations, reports, info panels, peer-reviewed articles, interviews, or social media messages, and may include written, visual, or audio material. Other content apart from the key messages listed out in this report in chapter 4.2.1) or in other material already published (e.g. existing press releases, flyers, deliverables), must be approved by the partners in accordance with the protocols outlined below.

9.1.1 Project Partners

The term "project partners" refers to all partners involved in the ULTFARM project activities under the GA n.101093888.

9.1.2 Standard Process for News Review

This subchapter outlines the process for the news item review and approval as a precondition for publishing.

9.1.3 Review Committee

All news items, whether in the form of text, photo, video, presentation, or radio transcript, must first be sent to the Review Committee (Steering Committee of the project comprised of all WP leads) for review and approval before they can be published or communicated further, e.g., to the press. Even spontaneous interviews must be treated like all other press releases, meaning that partners agree only to share news that has been already published in accordance with the guidelines outlined in this document, and they agree to acknowledge the project and its partners.

All news that is written or presented in a language other than English must be translated into English before being shared with the Review Committee. The news can be reviewed according to the guidelines of this document by all Committee members, and the approved news becomes of use to all partners. The approved news item can be published in any language, if the guidelines of this document (e.g., on appropriate acknowledgment) are being followed.

9.1.4 Review Period

News items should be shared with the Review Committee for review and approval **at least three working days** before submission for publishing. If no comment is

provided within three working days the partner is allowed to publish. In case of comments, these should be integrated accordingly before publishing.

9.1.5 Review Committee Definition

Review Committee is the same group as the Steering Committee of the project comprised of all ULTFARMS WP leads.

By following the communication procedures outlined in this document, ULTFARMS aims to ensure a fair and respectful approach to sharing news related to the project's activities. All partners must adhere to these procedures to uphold the IP rights of all involved and ensure the timely and accurate sharing of information.

9.1.6 Pilots´ news approval procedures

To ensure a fair approach that respects the IP rights of all pilots´ partners, the following rules apply:

Only news items that have already been agreed upon and published on the pilot's website news section can be directly further published and publicly shared without additional approval. Any of the pilots´ partners can publicly share the already published news at any time, and it is encouraged.

Pilots´ partners are not permitted to share news that has not been previously 1) approved following the standard process for news review (see Chapter 7.1.2), or 2) posted on the ULTFARMS website.

Pilot Partners Definition: All partners involved in the pilot activities under the designated work package as detailed in each WP.

All the news items be it a text, photo, video, presentation, or radio transcript should first be sent to the other pilot´s partner as a first reviewing process.

Before sharing a news about the pilot, respective partner should give relevant pilot´s partners at least **3 working days** to review such news item. The news author will then go thought the normal reviewing process described in chapter 8.1.

10.Managing Negative Feedback

ULFARMS aims to promote an open and transparent dialogue with all stakeholders throughout the project's lifecycle. In this regard, the project team will provide contact information on the project's website, flyers, presentations, and videos, where interested parties can get in touch and express their opinions or concerns.

If the project team receives negative feedback or complaints related to the ULTFARMS project's activities or outcomes, the responsible partner will act by discussing the complaint with the stakeholders and the project leader at the first

level. The project's Steering Committee will then discuss possible mitigation measures, engage the stakeholder in the discussion, and seek advice from the Project Officer, if necessary, at the second level of action.

Early identification and engagement of key stakeholders will be crucial in allowing sufficient time for concerns to be discussed and resolved, and mitigation measures to be implemented.

11. Partners Involved

All partners are expected to carry out dissemination and exploitation activities, including communication activities. Submariner will provide coordination and support to all the activities.