



Food Systems in European Cities

Deliverable 7.2. – Dissemination and Communication Strategy

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Disclaimer:

This document aims at providing partners with the communication and dissemination strategy for FoodE.

This document is for internal use only (within FoodE and for the Commission services) and should be regarded as a living instrument, to be updated on a yearly basis.



1. Introduction to Food Systems in European Cities:

The EU-funded project “Food Systems in European Cities” (FoodE)¹ aims to accelerate the growth of sustainable and resilient City/Region Food Systems (CRFS) by bringing together citizen-led local food initiatives across Europe. FoodE seeks to build a “Think global, eat local” mindset with a view to addressing pressing global challenges that threaten food security, while boosting the local economy.

The ratio of the worlds’ population living in urban areas is expected to increase from 55% in 2018 (4.2 billion inhabitants) to 68% by 2050². In parallel, the world population is expected to reach 9.5 billion by 2050, thereby increasing pressure on finite natural resources and our food production systems. The continued, forecasted urbanisation of our societies, coupled with the impact of climate change, challenge the existing ways we produce, consume and think about food.

In this context, sustainable CRFS are defined as networks of local stakeholders, established contractual / unofficial relationships and future-proof processes occurring throughout the food value chain (i.e. production, processing, marketing, distribution, consumption, collection) across the local and regional landscape. CRFS encompass the urban area, peri-urban area - which is the buffer zone between the urban and rural areas -, and the rural area itself. CRFS offer opportunities for enabling future-proof local and regional food systems, focusing on sustainability, food security, social inclusion, local/regional sourcing, as well as health conditions.

With the motto “Think global, eat local”, FoodE will act as an exchange platform where public authorities, citizens, SMEs and non-profit organisations share ideas, best practices and tools with a view to supporting cities and regions in their transition towards innovative, sustainable food systems. At its core, FoodE will nurture social and technological innovation with the active role of citizens, who are involved in the food production, distribution and consumption, and lead the way to enabling consumers to become ‘prosumers’³.

Implementation plan

FoodE is conceived through three consecutive phases:

1. The analytical phase will define sustainability criteria and assess the sustainability of existing innovative food production systems and economic models involving ‘prosumers’. FoodE will study their economic, environmental and societal impacts to pave the way towards the development of innovative business models.
2. The implementation phase will bring together identified local food systems’ stakeholders to evaluate existing CRFS and co-design innovative projects such as rooftop gardens, educational urban farms and hydroponic greenhouses. FoodE will engage them through recurring food festivals and dedicated initiatives in schools in the partner cities of Bologna and Napoli (Italy), Sabadell and Puerto del Rosario (Spain), Paris and Romainville (France), Lansingerland (Netherlands), Köln and Berlin (Germany), Ljubljana (Slovenia) and Iasi (Romania). Stakeholders will further be invited to define the CRFS priorities of the 15 pilot projects, which FoodE will launch in 12 European cities/regions (Napoli, Bologna, Sabadell, Tenerife, Amsterdam, Lansingerland, Berlin, Oslo, Longyearbyen, Romainville, Iasi, Ljubljana). In this phase, a FoodE App will be developed to engage the European society at large. Through

¹ This document is for internal use only (within FoodE and for the Commission services) and should be regarded as a living instrument, to be updated on a yearly basis. Grant Agreement No. 862663.

² European Commission, Knowledge for Policy, Foresight, Continuing Urbanisation.

³ Consumers contribute to the economy by performing activities traditionally allocated to the farmers (e.g., production, harvest, distribution), erasing/blurting the boundary between producers and consumers, and leading to the concept of “prosumers”.



- the app, citizens and consumers could, on the one hand, identify existing CRFS initiatives for visiting, purchasing, selling, volunteering; and, on the other hand, provide inputs to improve it.
3. The upscaling phase will foster the acceptance of the project's results, allowing to disseminate FoodE's outputs across the EU. Stakeholders involved in the policy-making process at local, national and EU level will help identify elements, which can lead to success or failure, as well as suggest solutions to overcome challenges that prevent CRFS from developing throughout Europe. In this context, FoodE will develop, test and promote innovative business models which would improve existing CRFS and, consequently, help improve the local economy and employment.

The contribution of FoodE to long-term policy strategies

FoodE addresses the key priorities laid down in Food 2030 – the EU research and innovation policy response to the need for resilient, healthy and inclusive food systems. In particular, the project will provide a set of recommendations which will be in line with the European Commission Green Deal's Farm-to-Fork Strategy that will pave the way to fair, healthy and environmentally friendly food systems. Furthermore, insights from the project and its results boost economic activities at local level, whilst local communities to make progress towards the UN Sustainable Development Goals (SDGs).

2. Communication Objectives of Food Systems in European Cities

The communication objectives of FoodE are threefold:

1. To communicate and raise awareness about CRFS and their benefits towards improving food security, local economy, social integration while mitigating the impact of climate change and adapting to social changes;
2. To involve CRFS stakeholders in the communication efforts of the project;
3. To disseminate and communicate FoodE's results towards relevant stakeholders including citizens/civil society, public authorities, industry, schools and non-profit organisations.

Fig. 1: Communication objectives of FoodE



3. Communication Methodology

FoodE structures its communication approach around three pillars:

1. Inception – The inception phase will lay out the building blocks of the overall communication within FoodE. It will include communication trainings which will aim at increasing partners' skills and empower them with strategy and tools to reach and engage with FoodE's targeted audience at local level.
2. Dissemination and Communication – The dissemination and communication phase will focus on spreading the word. It will make information pertaining to the project (e.g. state of play, results) accessible to the target audience. It will also target a lay audience to convince it of the positive role of local SFS for climate and inclusion, whilst ensuring production and consumption systems are future proof.
3. Co-creation – The co-creation phase will foster the interaction and the exchanges with citizens and other CRFS stakeholders (e.g. farmers, industry representatives, local authorities and schools) to progressively make them active participants in the project and beyond. In a collaborative way, they will assess and identify ways to improve existing CRFS, contribute to the FoodE pilot projects and give an impulse to the development of future CRFS.

4. FoodE's Target Groups

This section identifies the target groups who would have an interest in advancing sustainable food solutions at local level.

Fig. 2: FoodE's target groups



a. Consumers

One of FoodE's ambitions is to enable consumers to become 'prosumers' and/or consume (food) more responsibly. For the purpose of the Communication strategy, this target group is divided into 4 sub-groups:

- **CRFS Champions**

CRFS champions are behind different local food initiatives and are responsible for ensuring they persist. In this regard, CRFS champions can be considered as prosumers and trendsetters. Therefore, engaging existing champions in FoodE is a cornerstone of the project's communication ambition as they will assess initiatives and co-create new ones, spur innovation and share positive outcomes and ideas stemming from their CRFS.

Role: Influencers and spokespersons on the benefits of local food initiatives.

Engagement: As of May 2020.

- **Consumers with a Sustainability Mindset**

Such consumers have a high interest in and/or awareness about sustainable and local food. They often look for products which are grown locally, sign up for receiving seasonal fruit and vegetable baskets and, in many cases, are ready to grow part of their food at home. Sustainability-oriented consumers are actively seeking and willing to spend more on quality, sustainable food and more likely to participate in knowledge sharing and activities coming from FoodE.



Role: Ambassadors of the benefits of local food initiatives to their inner circles (friends, relatives, colleagues).

Engagement: As of July 2020.

- **Consumers at large**

Healthy living and sustainable food consumption are goals that the EU seeks to achieve for the benefits of all its citizens. FoodE will thus target and reach out to consumers who are not necessarily aware of, inclined to or included in the sustainable food wave.

FoodE will first approach this target group keeping in mind social inequalities to raise awareness on sustainable local food initiatives.

As a second step, FoodE will rely on this particular group to become the “critical compass” of the project. Through targeted surveys, online engagement and increasing involvement in project’s events, FoodE will give the opportunity to observe and gain insights on the way civil society develops with regard to food, climate and sustainability.

Role: Critical thinking and new perspectives.

Engagement: As of January 2021.

- b. Students and School Pupils**

All around Europe, the youth are on the move, calling on governments and policymakers to set sustainability goals, adopt and implement concrete actions in the fight against climate change.

FoodE will raise awareness about and involve primary, secondary school pupils and students into the definition of sustainability of CRFS. They will promote/select innovative projects for their cities. School pupils will be engaged within the project through awareness raising initiatives, in the MyLocalFoodE and editing of the FoodE e-book for the dissemination of the project’s results to other pupils, schools and youth at local level. Students will be actively involved in the management of pilots and participate in the dissemination and promotional events.

Role: Flag-bearers and ambassadors that can call for more local food initiatives and share their opinion about why they are crucial in their inner circles (family, friends).

Engagement: As of July 2020.

- c. Academia**

This target group refers to representatives of universities, scientific institutes and research centres. FoodE will build strong relations with academia to scientifically assess results and activities led by FoodE. It will further seek to narrowly work with scientists from sister projects such as FoodShift2030. This will pave the way for knowledge exchange, assistance and empirical research in relation to CRFS.

Representatives of academia could support the assessment of existing CRFS or suggest scenarios and innovative business models to help develop new initiatives. Inputs coming from academia will be invaluable for the work of the Stakeholder Advisory Board (SAB) when evaluating the project’s output.

Role: Science-based advisory role and dissemination of projects’ results.

Engagement: As of May 2020.



d. Policymakers and Decision-makers

FoodE will engage representatives of local authorities such as city or regional councils, national authorities including relevant ministries (e.g. Ministries of environment and agriculture) and institutions of the European Union (e.g. European Commission and European Parliament). In addition, the project will reach out to representatives from the Committee of the Regions (CoR) or initiatives such as Covenant of Mayors. Since sustainability is a transversal topic at every level of society, FoodE will aim to bring up its solutions and ideas for local food systems.

FoodE will engage policymakers and decision-makers:

- Online via social media and mailing campaigns; and
- Offline by preparing policy recommendations and position papers based on the insights gained through FoodE. Local decision-makers will also be an integral part of the project as they will be involved in the SAB.

The involvement of public authorities' representatives will allow to raise the issue of CRFS to support, encourage and fund such initiatives and discern the role they could play to sustainably feed urban populations.

Role: Dissemination of the results in light with the political agendas and removal of policy hurdles.

Engagement: As of May 2021.

e. Industry

Industry represented by start-ups, SMEs and entrepreneurs are the backbone of the European economy. They have the know-how to boost the growth of local food systems or develop innovative solutions which CRFS could integrate into their business model.

FoodE will engage with industry players providing technological solutions such as indoor lighting, growing media; organisations involved in food processing such as bakeries and butchers; food distribution such as online retailers and vending machines.

Industry stakeholders could, thus, explore different markets from their usual targets, while being part of citizen-led sustainable movements.

Role: Solution engineers and technology providers bringing the business thinking.

Engagement: As of January 2021.

f. NGOs

NGOs embrace sustainability and inclusiveness in their day-to-day activities. They gather support and can mobilise their network towards specific efforts. FoodE will reach out to such networks and identify rooms for cooperation, to enable a wider communication on FoodE's activities and results.

Role: Facilitators, duplicators, influencers and spokespersons.

Engagement: As of January 2021.

g. Press

The media comprises a vast array of communication channels including radio, television, newspapers, magazines, internet as well as specialised scientific publishers. FoodE will engage with the media from general and specialised outlets with a view to sharing knowledge and insights from the projects, whilst paving the way for a wider outreach to different audiences to communicate about FoodE's activities and results.



Role: Amplifiers and spokespersons.

Engagement: As of July 2020.

h. Food producers

Small-scale food producers including farmers, fishermen and beekeepers have been working since pre-industrial times and are showing increased interest in the production, processing, and selling of local food. As concerns about health and the loss of tradition and culture is taking hold in post-modern society, local markets and other types of local food distribution intended to re-connect urban consumers with the land have become more popular.

Local food systems provide several advantages over global markets including socio-economic and environmental benefits. Buying local strengthens regional economies, supports family farms, provides delicious "fresh-from-the-field/sea" foods for consumers, preserves the local landscape, and fosters a sense of community.





FoodE will identify and engage with initiatives such as farmers' markets, local food within grocery stores as well Alternative Food Networks including Food Co-ops and Community supported agriculture.





Role: Food producers, educators and spokespersons.

Engagement: As of September 2020.

5. Food Systems in European Cities' Key messages

To ignite the interest of identified target groups and increasingly involve them in the communication activities of FoodE, we will use messages tailored to their specific interests. The messages below have been defined a priori for the preparation of the strategy and are based on inputs provided by the FoodE partners and news and media publications about local food initiatives success stories:

<p>Consumers</p> 	<ul style="list-style-type: none"> • Local food initiatives allow consumers to get fresh and seasonal products traceable to a known, local producer (a neighbour). • Consumers can trace back the food they eat to the farming process. • Local food initiatives can enhance the cultural fabric of the region. • Local food initiatives can boost our resilience and help us mitigate the impact of climate change at home. • Through local food initiatives, citizens and consumers have access to sufficient, nutritious and affordable food suiting individual dietary needs and food preferences.
<p>Students and school pupils</p> 	<ul style="list-style-type: none"> • Local food initiatives can provide experimental learning for students and school pupils interested in sustainable community food systems. • Local food initiatives offer an opportunity to younger people to engage on campus and in the community to make positive change in local food systems. • By getting involved in local food initiatives, students gain access to healthy, nutritious food as well as educational opportunities such as farm field trips, garden-based learning, cooking lessons, and recycling programs. • Students and school pupils gain an increased knowledge and awareness about gardening, agriculture, healthy eating, local foods and seasonality, greater fruit and vegetable consumption both at school and at home.
<p>Academia</p> 	<ul style="list-style-type: none"> • Knowledge in the field of food production is crucial to respond to environmental, societal and economic challenges. FoodE aims to contribute to this knowledge by advancing the scientific understanding of local food systems and applying it to real-life CRFS. • FoodE stimulates knowledge exchange. The project is a venue through which to influence policies with science-based arguments. It is also a focal point for further theorisation and empirical knowledge of CRFS.
<p>Decision makers/policymakers</p> 	<ul style="list-style-type: none"> • Societal challenges such as sustainability and food security call for urgent action. Decision-making at local level enables faster action. • Local food initiatives offer the opportunity to support the local and regional economy, help improve the image of poorer regions and bring environmental benefits through more sustainable production systems. • Local food initiatives strengthen social cohesion and community development, including in disadvantaged rural regions where low farm income and lack of opportunities can lead to emigration.

	<ul style="list-style-type: none"> Through local food initiatives, citizens renew interest in their local community and are more engaged in all aspects of its life (economic, cultural, political).
Industry 	<ul style="list-style-type: none"> Knowledge sharing between actors of the food value chain is crucial. Academic research will benefit from industrial practices, and industry will benefit from academic insights. Challenges to food security (e.g. climate change, soil erosion, water supply) are opportunities for the development and uptake of innovative farming techniques (e.g. vertical farming). Local food initiatives allow to explore unconventional farming methods. This will foster technological innovation and boost the local economy. Local food initiatives cannot happen without sound solutions developed by industry players. They will thus become breeding grounds for start-ups and SMEs to test and integrate innovative business models, explore new markets and build closer relations with users of their solutions.
NGOs 	<ul style="list-style-type: none"> Local food initiatives provide the opportunity to bring horizontal, bottom-up solutions, at local level. Local food initiatives foster social inclusion, food security, sustainability and healthy lifestyle. They mitigate the effects of climate change and have reduced environmental impact.
Press 	<ul style="list-style-type: none"> CRFS bring together citizen-led local food initiatives across Europe. They act as exchange platforms where public authorities, SMEs and non-profit organisations can share ideas, best practices and tools with the aim to foster innovative and sustainable local food systems. FoodE is full of stories and real-life examples of how different links within the food chain aim to design future-proof food systems. FoodE brings the focus back to the microcosmos of the city, county or village, as well as a human fibre to a basic need: Making food and feeding ourselves.
Food Producers 	<ul style="list-style-type: none"> Food initiatives throughout Europe can learn from sustainability practices in agriculture, aquaculture and apiculture and apply them at local level. Local food initiatives also represent an alternative to conventional longer food chains where small farmers, fishermen or beekeepers often have little bargaining power towards retailers. They allow to retain a higher share of the final sales price. This can represent a significant source of revenue, and an opportunity to invest in their structure in order to expand or modernise it. Local food initiatives would encourage farmers to consider and implement new approaches (e.g. environmental, social) next to their existing models.



The messages will be subject to adjustments in case they find disagreement stemming from the target groups and/or counterarguments based on facts. The adaptation of the message that is questioned will take place immediately after it is demonstrated that its content is contradictory, misleading or incorrect.

In cases where there is a general lack of consensus with available arguments backing different claims, FoodE will acknowledge the opposite view and refrain from repeating the same message to avoid an unnecessary escalation of conflict.

6. Communication and Dissemination Phases

FoodE's communication and dissemination activities will unfold in two phases:

- I. the strategic planning and coordination phase
- II. the visibility and participation phase.

Although simultaneous, each phase will have specific objectives, tools and channels.

Phase	Planning and Coordination phase	Visibility and Participation phase
Timespan	M1-M48	M1-M48
Objective	<ul style="list-style-type: none"> To set up the building blocks for the communication and dissemination activities of FoodE 	<ul style="list-style-type: none"> To engage and involve FoodE's stakeholders in the project's activities
Key tools and channels	<ul style="list-style-type: none"> Visual identity and templates Storytelling document Communication trainings Website 	<ul style="list-style-type: none"> Stakeholder mapping and analysis Press communication strategy Social media Mini documentaries FoodE journey News and media monitoring Blog posts Support of MyLocalFoodE Campaign

7. Planning and Coordination Phase

This phase will establish the foundations of FoodE's communication activities. It will serve for putting the project's communication on track whilst bringing partners all together, with the same set of communication materials and tools.

7.1. Project Visual Identity and Templates

The project's visual identity was introduced in D 7.1. It includes the preparation, development and validation of a unique logo, stylebook and various templates. FoodE will use these for both internal and external communication.

7.1.1. Logo

To maximise the visibility of the project, make it recognisable and progressively establish FoodE as a brand that can be associated with CRFS, local food production and consumption, the logo will be used in all communication activities. It brings components from the farm (e.g. fish, apple), the table (fork and spoon), and linkages which show the relationships within the food chains. The shades of green emphasise the diversity of food systems and address the sustainability angle of the project. Finally,

the blue part features the “E” of Europe and “Cities” – two levels of decision-making at the heart of FoodE’s considerations and recalls the blue of the European Union flag.

Fig. 3: FoodE’s logo



7.1.2. Stylebook

To enable FoodE’s partners to communicate ‘as one’, a style book setting out the standards for the writing, formatting and design of documents has been developed and published. (For Colours scheme and FoodE typography please see D7.1.).

7.1.3. Templates & Formats for Internal and External Communication

From a visual standpoint, the consistency of communication both internally and externally is crucial. In this regard, FoodE developed various templates:

a. Documents

FoodE partners will use a Microsoft Word template whose fonts and layout are specifically designed for the project’s use. The template will serve for all written documents produced within the project such as minutes, deliverables, reports, studies, and so on.

b. Presentations

For its presentations, FoodE will rely on Microsoft PowerPoint – the most widely used presentation software which enables the creation of visually appealing slides for all variety of audiences.

WP7 has prepared an attractive PowerPoint template that will be based on the project’s visual style. All partners will be required to use the template for their internal and external communication within the project.

- Internally, the presentations will be used in the context of project face-to-face and online gatherings such as kick-off and final events, annual meetings and trainings.



- Externally, whenever they actively participate in conferences, exhibitions, workshops or other public events on behalf of FoodE, project partners will use the PowerPoint presentation template to deliver their message.

c. Format for HTML Press Releases

FoodE's press releases will be incorporated into a specially designed template on Mail Chimp which will use the project's colour code and fonts.

d. Posters and Roll-up Banners

Appealing posters and roll-ups will enhance the visibility of the project and help communicate at events. The combination of modern design and powerful messages could easily catch the eye of the audience and stick in their mind.

For the purpose of the project, FoodE will develop different posters and banners and make them available to all the partners for them to print and use at their convenience.

7.2. Storytelling

Storytelling is a powerful means of communicating messages and engaging stakeholders.

It is extremely useful for developing trust with an audience, increasing knowledge retention as well as the ability and willingness of audiences to learn and take action. The human brain more easily digests stories, which help bridge between the *logos* (reason, discourse) and *pathos* (feelings, emotions):

To explain its concept to the wide audience and provide partners with an appealing way to present the project, FoodE will prepare a powerful narrative which will resonate with all targeted groups.

The story will be presented in two ways:

- It will be incorporated into a folding leaflet. The document would then be easily printed and made available at exhibition stands and distributed at conferences. It will also be displayed online on the FoodE website.
- It will be read by a professional narrator and used as an introduction to videos which will be developed within the project.

7.3. Communication Trainings

FoodE will develop and provide trainings to partners to enhance their communication capacities and help them effectively reach out to stakeholders at local level, in line with the project's communication ambitions.

a. Content of the Trainings

Specific trainings will focus on:

- Website: partners will learn how to use and contribute to the website and its partners' area, with news, reports, visuals and surveys.
- Press/media: WP7 will train partners to think as journalists, sharpen their message and be prepared for interviews so that they make sure the project is presented in its best light.
- Storytelling: partners will understand how to use the FoodE story, narrating it in a convincing and appealing way to engage targeted stakeholders. They will be able to integrate this



approach in the presentations they will give, but also in various publications which will be prepared in the context of the project.

- Social media: as a key component of FoodE's communication, partners will be invited to actively use social media channels to spread the project's messages and communicate results at local level. They will also help transmit FoodE's messages in different languages. To this end, individual trainings will be dedicated to each of the channels used within FoodE (e.g. Twitter, Instagram, YouTube) and address the specificities of each platform, their types of messages and the audience(s) to engage.
- Blog: partners will learn how to write a blog article with an impact. Starting with the structure through smart tricks to make the content accessible, WP7 will provide the full toolbox for partners to integrate in their writing style. The end goal: An appealing and effective text.

The training process will go in two stages: WP7 will first provide trainings on the above-mentioned items. Partners will then be invited to suggest ideas for communication trainings.

b. Training Format(s)

FoodE will organise the trainings either in the form of face-to-face meetings or webinars.

For the webinars, FoodE will use YouTube Live or Zoom. It is convenient for training and education as it allows a relatively large amount of people to effectively participate in the conversation, interact and ask questions. Furthermore, trainings will be available as a video file after the webinars, thanks to the embedded recording. Those tools will be useful to the wider group of partners throughout the project.

Trainings will last up to 1h 30min and will take place twice per year. FoodE will organise the first webinar prior to the launch of the first MyLocalFoodE event with a view to equipping partners with the knowledge and tools to successfully engage with local stakeholders. A calendar of training will be defined annually between WP leaders.

Following each session, a short document information in the form of guidelines will be shared with partners summarising the key elements of the webinar.

7.4. Website

Internet is the first place most people go to when looking for information on specific brands, products or services. Websites are thus the backbone of online communication. When professionally designed, they become invaluable tools to engage the targeted audience.

The FoodE website will be user- and device-friendly. It will be visually appealing integrating photos provided by FoodE's partners and pilot projects. FoodE will develop textual content in English which avoids technical jargon, so that it is accessible not only to stakeholders acquainted with the concept of CRFS but also to a wide audience.

Fig. 4: FoodE's splash page

THINK GLOBAL, EAT LOCAL

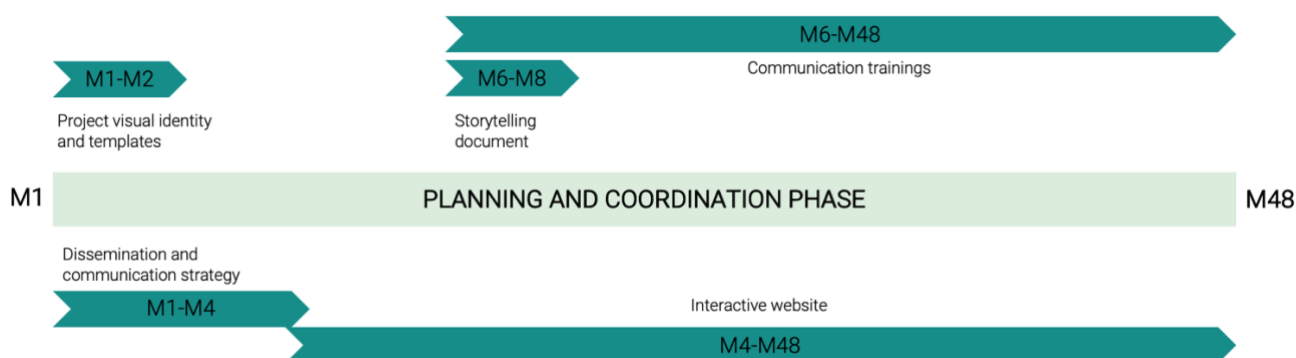
It will include an intranet available only to partners. It will permit document sharing such as visuals, studies and reports.

Information-wise, the website will provide web viewers with a clear understanding of the CRFS concept, the drivers behind FoodE and its short- and long-term objectives. Regular updates will inform about FoodE-related events, project results and upcoming initiatives.

The website will promote written contributions from internal and external stakeholders such as news and blog articles. Local food experts and innovators, CRFS managers, academics, pupils from primary and secondary schools and students will be invited to provide contributions that will be emphasised and communicated on the website.

The website will be developed in May 2020 by ARCTUR and will be regularly updated by ARCTUR, HCA and the rest of the project partners. It will integrate the FoodE app and a social media feed (e.g. Twitter and Instagram).

Fig. 8: Planning and coordination phase timeline







8. Visibility and Participation Phase

Building on the parallel 'Planning and coordination phase', the 'Visibility and participation phase' seeks to progressively involve FoodE's stakeholders in communication activities.

8.1. Stakeholder Mapping and Analysis

8.1.1. Stakeholder Mapping

A stakeholder map is an indispensable tool in communications allowing to have a representation of the various individuals and entities, and their positioning regarding a certain topic.

Among others, FoodE will focus on identifying players involved in food production, processing, marketing, and consumption within local food systems.

HCA will coordinate with partners located in partner cities the development of a non-exhaustive list of organisations and individuals to be targeted during the project. With the progress of the project, the list will expand both quantitatively and qualitatively as new groups of stakeholders will be included, reaching at least 120+ food initiatives across Europe.

FoodE will gather information such as the category of stakeholder, name, surname, email, phone number, interest in the drivers behind FoodE and include it in an Excel document. FoodE will manage the table and process the personal data in it in accordance with the requirements and obligations of the General Data Protection Regulation (GDPR).

8.1.2. Stakeholder Analysis

Following the mapping, HCA will proceed with the analysis of identified stakeholders. This process entails grouping stakeholders according to their levels of interest, positioning and influence on the aspects and issues covered by the project. The stakeholder analysis seeks to determine how best to involve and communicate towards the identified groups.

To refine its message and tailor it to different stakeholders, FoodE will rely on online and phone surveys, questionnaires, social media polls and interviews. The inputs will be integrated into the stakeholder mapping.

8.2. Press Communication Strategy

The media have always been essential in providing information to society. Besides, they have a constructive role as they raise awareness and shape positively or negatively the attitude of the public on specific matters.

For this reason, in parallel to the stakeholder mapping and engagement, FoodE will develop an understanding of the media landscape on food initiatives and build relations with the press.

8.2.1. Media Mapping

The media englobes the communication outlets delivering information to the public such as print media (e.g. newspapers, magazines), the news media and broadcasting (e.g. radio and television).

FoodE will compile a list of media stakeholders where project partners will provide inputs regarding media outlets operating at local level. The focus would be on journalists who write articles on topics



such as food, agriculture, research and innovation. 5-10 journalists will be targeted in each city where the consortium operates through its partners.

8.2.2. Press Relations

To expand the outreach of the project to its targeted audience, and especially to those who have a lesser understanding of what CRFS are and could do, FoodE will establish lasting relations with the press contacts identified.

Representatives of the press would help tell the FoodE story, disseminate information about significant developments within the project and communicate about events which FoodE will either launch or participate in such as MyLocalFoodE initiative.

FoodE will send press releases to its mapped media contacts with the request to publish a news item in their respective outlets. Next to that, FoodE will explore the opportunity to set up face-to-face or web-conference meetings with journalists where FoodE's coordinator and WP leaders are interviewed about the project's progress and obtained results. In terms of timeline, such interviews would be foreseen towards the end of May 2021, May 2022, May 2023 and May 2024.

8.2.3. Press Release

Press release is a piece of information prepared to inform representatives of the media about an organisation's recent developments.

As a vital communication tool within FoodE, the press release will allow to provide media outlets with project's updates. Consequently, it will help bring attention to FoodE's website and social media channels.

Written in a technically simple language, FoodE's press release will be concise and in line with the storytelling approach driving the overall communication of the project. The material will be shared via MailChimp and Outlook. Press release will be incorporated in the body of the message and attached as .pdf document.

Twice per year starting from July 2020, FoodE will send out its press release to targeted media stakeholders throughout the whole duration of the project and provide updates about the project.

8.3. Social Media

Social media (SoMe) refers to online platforms designed to allow individuals and organisations to share photos, opinions, events and news quickly, efficiently, and in real-time. Users engage with social media via computer, tablet and increasingly via smartphone.

To reach its targeted audience and ensure the widespread dissemination of information about the projects' activities and outcomes, FoodE will put a strong emphasis on the use of SoMe.

To enable a professional approach towards SoMe, FoodE will establish a dedicated SoMe team, assess and rely on specific SoME channels, and develop original content.

8.3.1. SoMe Team

FoodE will establish a dedicated SoMe team, where social media experts from HCA NL, HCA BE and NBL will ensure the online presence of the project.



- **Collaboration**

The quick and efficient building of the online presence of FoodE coupled with the objective to engage with stakeholders operating at local level requires that the social media expertise is put in place from the onset of the project. By June 2020, the SoMe team will be operational. On a weekly basis, the team will discuss the content and the channels to use via teleconference or email. To facilitate the exchanges, the team will create a social media calendar.

- **Social Media Strategy**

By June 2020, the SoMe team will prepare the social media strategy of the project. In terms of objectives, the strategy will: 1) Allow the dissemination of the FoodE results; 2) Facilitate knowledge exchange and sharing of information with existing CRFS across Europe; 3) Engage with a wider audience and spark the interest in local food initiatives. The strategy will perform a social media assessment and identify the SoMe channels which would best enable to achieve FoodE's communication goals.

- **Partners Involvement**

Best positioned to engage with local stakeholders, FoodE partners will actively participate in FoodE's social media communication. On the one hand, partners will regularly provide visual and text materials in English to the SoMe team, to be translated into social media posts. On the other hand, following the social media training organised by FoodE, partners' representatives will be given access to the FoodE social media accounts to be able to post and engage with stakeholders as well.

8.3.2. Channels

The project will rely on 3 main social media channels whose specifics underpin the type of audience and communication objective to reach:

- **Twitter**

Twitter is a social media platform allowing users to broadcast short posts called tweets. Tweets are limited to 280 characters and can include hyperlinks, emojis, photos, videos or hashtags.

Twitter has become increasingly popular with academics, students, policymakers, politicians and the general public as it allows instant access and information sharing which is reduced to key facts and figures. The platform also gives the chance to reach a large number of people and build connections with experts in a particular field.

The SoMe team will use the FoodE Twitter account to build a community of like-minded stakeholders which will be progressively expanded to people and organisations whose understanding of CRFS is limited.

Furthermore, the SoMe team will communicate via Twitter news and blog articles published on the FoodE website to attract visits. To effectively engage with its online community, the communication experts will organise regular surveys, ask questions, comment on other organisations' posts and post interactive content. The SoMe team will develop new FoodE-related hashtags and regularly use existing ones such as #ThingGlobalEatLocal, #MyLocalFoodE, #sustainability, #localgov, #FoodEHeroes, #foodsecurity, #localfood, #localfarmers, #shortfoodchains and #foodmiles.

The SoMe team will strive to post a minimum of 3 posts a week.

- **Instagram**

Instagram is an extremely visual social media platform allowing organisations and individual users to share high-quality photos and videos, add captions, edit filters and engage.

Instagram allows pictures to be more searchable and visible. Furthermore, there is no storage restrictions enabling to use the platform as a self-standing repository of project-related images. But



beyond these features, Instagram is seen as the platform for engagement enabling a brand to connect with its followers.

FoodE will use its highly visual identity and storytelling approach to connect, amongst others, with younger generations, sustainable food accounts, urban farmers and other CRFS businesses via Instagram. The SoMe team will post images and videos from FoodE's pilots highlighting the project's missions and goals.

In a similar way to Twitter, each Instagram post will include a variety of hashtags (e.g. #ThingGlobalEatLocal, #MyLocalFoodE, #sustainability, #localgov, #FoodEHeroes, #foodsecurity, #localfood, #localfarmers, #shortfoodchains and #foodmiles).

The SoMe team will strive to post a minimum of 3 posts a week.

Spreading FoodE's messages and informing the audience about the project's progress combined with the enlargement of the online follower base would facilitate the uptake of the FoodE label from CRFS actors.

- **Facebook**

Facebook remains the most popular social media worldwide with over 1.3 billion users. It is also the preferred platform for social media marketing in the agri-food sector. Facebook allows to post a variety of content including pictures, videos, event invitations or reports, as well as links to presentations or available multimedia material.

FoodE will rely on a Facebook page to communicate about its results and developments in an informal and highly accessible way. It will be used to reach farmers as well as consumers belonging to an older demographic (e.g. people aged 40 and older).

Unlike Twitter and Instagram, Facebook gives the opportunity to draft longer and more detailed posts on specific topics allowing a more comprehensive communication of the FoodE developments and CRFS-related stories from all over the world.

Facebook posts will include relevant hashtags (e.g. #ThingGlobalEatLocal, #MyLocalFoodE, #sustainability, #localgov, #FoodEHeroes, #foodsecurity, #localfood, #localfarmers, #shortfoodchains and #foodmiles)

The SoMe team will strive to post a minimum of 3 posts a week.

- **YouTube**

YouTube is a video sharing online platform where people and organisations can watch, like, share, comment and upload their videos.

The SoMe team will regularly upload videos from FoodE's pilot sights showcasing their development and produce. The platform will primarily be used as video repository and not as a stakeholder engagement channel. This is why the performance of the platform will not assessed against the number of subscribers. To ensure a substantial online presence, FoodE will rely on Facebook, Twitter and Instagram.

To further demonstrate what happens behind the curtains of the project and bring it closer to the audience unacquainted with CRFSs, the SoMe team will use YouTube to publish video interviews as well with partners such as WP leaders and pilot managers.



Next to that, videos which are uploaded on YouTube will also be embedded in the FoodE website. This would further help animate it but also bring more visits as the content could be referenced via Twitter and Instagram.

Last but not least, the FoodE YouTube account will gather testimonials from CRFS champions that benefited from the knowledge exchange sparked thanks to the project or who implemented an innovative business model developed within FoodE. Other expected contributors are industry representatives, local policymakers and Food(E) Heroes identified within WP3.

8.3.3. Social media analytics

For Twitter, Instagram and Facebook, FoodE will use the analytical tools offered by the platforms to track the performance of the accounts. FoodE will take into account statistics such as a number of followers, engagement rate, number of impressions etc. By taking into account those statistics, FoodE can understand the preferences of its followers and prepare the posts accordingly and, thus, enhance its online presence.

FoodE will thus prepare a monthly social media report which will provide an assessment of the social media activity of the three accounts and make recommendations on how to improve the social media communication.

8.3.4. Content

To create professional posts with an impact and make sure they reach the desired targeted groups, the SoMe team will combine the gathering of high-quality inputs from partners with paid campaigns, graphic design, storytelling approach and innovative contents. It will, thus, rely on:

- **Sponsored Content**

Sponsored content refers to organic posts on the platform, and which organisations or individuals pay to promote. Both Twitter and Instagram posts can be sponsored. This enables to better target audiences through smart filters, e.g. age, location, and interests.

The SoMe team will launch sponsored campaigns to: 1) boost FoodE's online visibility; 2) gain new followers who are already part of existing CRFS or would be willing to contribute to future local food initiatives; and 3) draw attention to a specific project development such as events and achievements of or insights from pilots.

The SoMe team will launch sponsored social media campaigns from 2021 onwards. The budget which the team will dedicate to sponsored content will be assessed and include in the Dissemination and communication strategy during its review in 2021.

- **Mini Documentaries**

The SoMe team will, in close coordination with other project partners, produce 80+ video documentaries designed for the dissemination of project-related information via online channels.

The videos will showcase various FoodE activities including the project's kick-off, MyLocalFoodE Campaign, interviews with project partners, external contributions from CRFS stakeholders and decision-makers.

The short format of the videos – which will not exceed 30 sec-1 minute – will enable FoodE to share concise information that matches the audience's attention span and interest. They will strive to provide knowledge on key concepts such as: "What are local food initiatives?", "What is their role?", "How do they benefit our society, environment, economy, agriculture and well-being – directly or indirectly?".



In addition, thanks to partners' support, the documentaries could closely follow the development of FoodE's pilot projects, which could inspire new similar local food initiatives in other corners of Europe.

Progressively, local FoodE Heroes will also be involved and will be invited to contribute with home-made videos on food initiatives they have developed. This would thus participate in the cross-pollination of such intelligence and mindsets between European CRFS.

- **Postcards, Posters, Templates & Infographics**

FoodE will prepare a set of free online communication materials to enable partners to communicate with ease about FoodE and the role of sustainable CRFS.

These would include postcards, posters, templates and infographics which the SoMe team's designers would prepare. The materials will be made available on the FoodE website in different formats. Partners and stakeholders could edit, download, print and use them for their online and offline communication.

Partners will translate the available materials in the languages of their respective country. This will facilitate the dissemination of communication materials at events and their communication to local communities.

8.3.5. FoodE Journey

In the third year of the project, once all 15 pilots have been successfully set up and first results are already available, the SoMe team will organise a FoodE Journey.

In the time frame of 1,5 months, representatives of the SoMe team will visit all 12 cities hosting FoodE's pilot projects.

The FoodE Journey will help showcase the pilot projects and other successful food initiatives in the visited cities through a social media campaign, inspirational videos, series of photos, blog articles and live-streaming.

Throughout the journey, the travelling team will organise Workshop with CRFS stakeholders to train them on how to share their stories. The workshops will include social media communication film editing trainings. Stakeholders will learn how to tell their story in an interesting way and with impact while using accessible tools such as smartphones and open-source software.

To reduce its carbon footprint, the FoodE Journey will rely as much as possible on public transport and railway system.

8.4. News and Media Monitoring

News and media monitoring is a document presenting regularly relevant information published online by sources such as newspapers, blogs, magazines, universities and scientific journals.

On a monthly basis, FoodE will prepare a monitoring which will gather news, articles and publications in relation to local food initiatives.

The objective of the monitoring is to present partners on a regular basis with recent news in the field of local food production and consumption. It will also provide inputs for FoodE's SoMe channels, to increase the awareness of the general public about local food initiatives.

The information will highlight developments at European and International level and will be structured around 5 main themes:



- Health, Sustainability and Social Inclusion
- Local Economy
- Technological Solutions and Innovative Business Models
- Research

HCA will be in charge of the task. To gather the information, HCA will rely on online tools including Feedly and Google Alerts. It will assess the aggregated inputs and make sure only the most recent and relevant ones are included in the monitoring. It will then include the information in a structured document and send it to FoodE's partners at the end of each month. The document will be uploaded in a dedicated folder on 4PM.

8.5. Blog Posts

The blog post is an online article written on a website usually including content in the form of text, photos, infographics, or videos. It is designed to give highly focused, quality information in a short amount of time. A blog finds many applications which all fit the communication objectives of FoodE. It is a great tool to build a brand, connect with the relevant audience, boost traffic and send quality leads to the website.

The quality and number of blog posts increase the chances for the website to get discovered and for the target audience(s) to visit it.

A section with blog posts on FoodE's website will give the floor to project partners to share their perspective on CRFS, explain their role within FoodE and share project results. The blog will be open for contributions from stakeholders actively involved in the development of local food systems with interesting ideas to share.

Partners and external contributors will publish up to 30 blog posts throughout the project.

To facilitate the process, FoodE will define an online calendar for blog posts. Before preparing an item, contributors would have the possibility to "book" a topic and select a publication date. The calendar will enable to define topics and contributors in advance, thereby preventing redundancies.

8.6. MyLocalFoodE Initiative in the Long Run

The following section will explain the concept of MyLocalFoodE Initiative, define the coordination process behind its organisation and outline the communication activities which WP7 will undertake to support it.

8.6.1. Definition

MyLocalFoodE Initiative is an event initiated by FoodE which will take place in different cities throughout Europe. The main MyLocalFoodE events will be organised in 8 European cities. The event already took place in Romainville, Naples, Sabadell and Oslo in 2020. The next main MyLocalFoodE events will be organised in Berlin, Tenerife, Bologna and Bleiswijk.

Next to that, smaller events under the flagship of MyLocalFoodE will be organised throughout the duration of the project in other partners' cities including Iasi, Ljubljana and Amsterdam.

8.6.2. Coordination

FoodE will assist with the organisation of communication activities before, during and after the MyLocalFoodE Initiative. To effectively reach out to and engage local stakeholders, this will be done in close collaboration with the task leader, the Romainville City Council, as well as local partners including Comune di Napoli, Università Degli Studi di Napoli, Ajuntament de Sabadell, Gallis Helene,



Tasen Microgreens, Nolde Erwin, ISL, Universidad de la Laguna, University of Bologna and Bologna City Council.

Next to that, the different stakeholder panels, which will be created in partner cities, will also play an active role in the organisation and promotion of MyLocalFoodE initiative.

The initiative will be aligned with already existing CRFS initiatives in the selected cities, which match FoodE's objectives. Together with the members of the stakeholder panels, FoodE partners will identify in advance a list of relevant events, congresses and fairs to make sure that the organisers can take into account the activities anticipated within MyLocalFoodE Initiative.

8.6.3. Communication Activities

To make sure that the news about and from MyLocalFoodE Initiative reach its targeted audience, FoodE will organise a set of communication activities which will take place before, during and after the event:

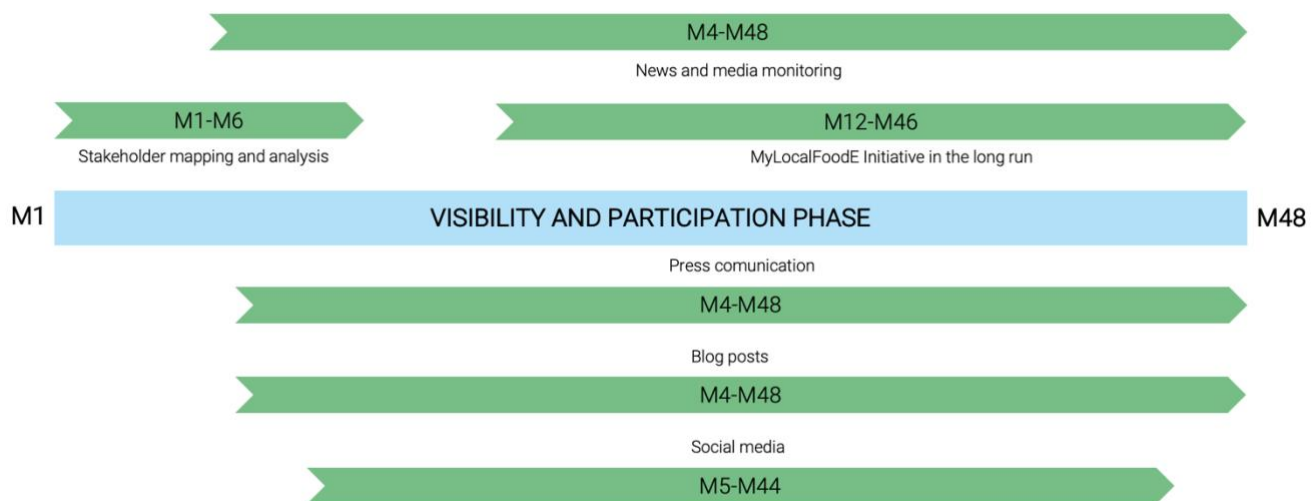
- Prior to the event, FoodE will launch a mailing campaign to invite identified CRFS stakeholders from cities involved in MyLocalFoodE Initiative to participate. A news item accompanied with an infographic indicating the time, venue and information about the event will be published on the website. In addition, the SoMe team will launch a social media campaign on Twitter and Instagram amplified by partners' own accounts to spread the word about the upcoming activity creating a 'snowball effect'. The SoMe team will coordinate the preparation of a short, animated video with local partners, which will highlight the key aspects of the initiative including the activities that participants can expect, the venue and a call to join. Lastly, FoodE will ensure that communication materials, including the FoodE storytelling document, are translated and printed before the event starts.
- During the event, communication materials such as roll-ups, posters and FoodE storytelling document will be displayed. FoodE will cover the activities via social media. It will further organise a press conference with local media outlets where FoodE partners will be interviewed. To this end, HCA will brief partners in advance on how to present the project and its contributions to societal, economic and sustainable aspects of local communities. In parallel, the SoMe team with the help of local partners and representatives of the stakeholder panels will organise its own video interviews with CRFS stakeholders with a view to learning more about the food initiatives they are involved in and understanding what their intake from MyLocalFoodE Initiative is.
- After the event, the SoMe team will gather the collected communication materials and communicate them via FoodE's website, Twitter, Instagram and YouTube. Each MyLocalFoodE Initiative will be highlighted in a set of blog posts. CRFS stakeholders who took part in the event will be invited to fill in a survey to gather their impressions on the event and suggestions on how to improve next editions.

To increase the visibility of the MyLocalFoodE events, FoodE will coordinate their communication with its sister projects from the Food2030 project family - Food Trails, FUSILLI, Cities2030, and FoodSHIFT 2030.

HCA will prepare a report on MyLocalFoodE Initiative summarising the activities and their achievements. It will include information about the number of stakeholders engaged face-to-face and online via social media and website, citizen's feedback, etc. The report will also provide a strategic assessment of the communication surrounding 8 MyLocalFoodE Initiatives and provide recommendations on how to ensure the long run of the event beyond the duration of FoodE.



Fig. 9: Visibility and participation phase



9. Monitoring and Evaluation

To ensure that the communication activities and tools reach the expected impact and enable their adaptation to evolving needs clear Key Performance Indicators (KPIs) and monitoring activities have been set:

Phase	Tools/means	KPIs
Planning and Coordination Phase	Web trainings	8-10 trainings
	Storytelling document	500-1000 individuals
Visibility and Participation Phase	Stakeholder mapping	500 contact details
	Media mapping	200 media contacts
	Media relations	15-30 articles published
	Press releases	8
	Twitter	200+ followers/year
	Instagram	400+ followers/year
	Facebook	300+ followers/year
	Video documentaries	80 videos
	Blogs	40

10. Action plan

For the preparation of the Dissemination and Communication Strategy of the project, HCA organised a survey among all the partners. The survey gathered inputs from organisations to anticipate their active participation in certain communication activities within FoodE.

Based on the provided information, HCA prepared an action plan presenting the communication activities, partners involved and the expected contributions:

Activity	Details	Partners	Numbers
Communication training	Attending communication trainings organised by HCA	All	2 trainings/year
Stakeholder mapping	Contribution to the stakeholder mapping	ARC, SWUAS, POL, RMN, MBI, APT, NOL, WR, ULL, UNIBO, SBP, UAB, BEE, TAS, BOL	N/A
Media mapping	Contribution to the media mapping	All	4 media outlets/partner
Social media	Providing content for social media posts/Posting on social media	All	2 inputs or posts/month per partner
Blog	Preparing blog posts for the FoodE website	ARC, ILS, SWUAS, NBL, POL, MBI, APT, UNINA, NOL, WR, UNIBO, UAB, BEE, FLY, TAS, LAN, BOL	1 blog post/year per partner



11. Annexes