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Communication, Dissemination and
Exploitation Strategy, and Action Plans

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Deliverable Summary

This document presents the Communication, Dissemination, and Exploitation Strategy and related Action Plans for the Invest4Health project. Its primary objective is to provide a comprehensive roadmap for effectively communicating about the project, disseminating its results, and exploiting its outcomes. The plan serves as a guiding framework throughout the project, ensuring coherent communication about the project, sharing research findings, engaging with target audiences, and utilising diverse communication channels. Additionally, the plan emphasises the strategic utilisation of project outcomes to maximise their impact and promote effective implementation.

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Glossary

Acronym	Meaning
CA	Consortium Agreement
I4H	Invest4Health
SCI	Smart Capacitating Investment



Table of Contents

Introduction	7
About Invest4Health	7
Project Overview	7
Key points of Invest4Health	7
1. Communication and Dissemination	8
1.1 Objectives	8
1.2 Key considerations for effective communication	9
1.3 Communication and Engagement actions	11
1.4 Target Audience	12
1.5 Stakeholder Engagement and Capacity Building Initiatives	13
1.5.1 Strategic Advisory Board	13
1.5.2 Joint activities - Partnerships and Collaborations	13
1.5.3 Working with citizens	14
1.6 Communication and dissemination channels	15
1.7 Communication and dissemination methods	15
1.7.1 Academic and Scientific Communication	15
1.7.2 Visual Communication	16
1.7.3 Professional Engagement and Collaboration	16
1.7.4 Public Engagement and Awareness	16
1.7.5 Targeted Communication and Updates	17
1.7.6 Multimedia Content	17
1.7.7 Collaboration using technology	17
1.8 Communication messages	17
1.9 Brand Development and Visual Identity	17
1.10 Project website	18
1.11 Social media use	19
1.11.1 TWITTER	21
1.11.2 LINKEDIN	21
1.11.3 YOUTUBE	22
1.11.4 Social media policy	22
1.12 WP8 Needs and interdependencies	23
1.13 Monitoring	24
1.13.1 Key Performance Indicators	24
1.14 Ethical Considerations	25

1.15	Budget and Resources	25
1.16	Acknowledging EU funding	25
1.17	Summary of rules that I4H will follow	26
1.18	Used guidance.....	26
2.	Exploitation	26
2.1	Why Franchise the SCI models and tools?	27
2.2	Social Franchising.....	27
2.3	What are the main differences between social franchising and commercial franchising?	28
2.4	Does social franchising apply as an effective expansion model to all social enterprises?	29
2.5	Who is the franchisor in a social franchise?.....	29
2.6	Engaging stakeholders – Examples of opportunities	29
ANNEX 1 - Action plan for communication, dissemination, and joint actions.....		32
ANNEX 2 - Action plan for exploitation		37
ANNEX 3 – Brand identity resources		39
1.	Logo and social media variants.....	39
2.	Brand guidelines	39
3.	Project brochure	40
4.	Flyer	40
5.	Editable flyer template	41
6.	Roll-up banner design	41
7.	PowerPoint template/Overview presentation	42
8.	Word templates	43
9.	Social media accounts.....	44

Introduction

This document is the Communication, Dissemination, and Exploitation Strategy with associated initial Action Plans for the Invest4Health project. Its primary purpose is to provide a clear roadmap for our communication and dissemination efforts and joint actions. The plan will guide us throughout the project, outlining how we will communicate about the project, share our results, engage with our target audiences, and use various communication channels. In addition, this document also includes the strategy and action plan for exploiting our project's findings.

By following this plan, we aim to ensure that our communication efforts will be well-coordinated and have a significant impact. It will help us effectively reach our intended audiences, with concentrated efforts in our testbeds, and maximise the dissemination of our project's outcomes. The plan encompasses various strategies for (i) local/regional (priority) and national/European dissemination, (ii) technical, organisational, and policy-oriented dissemination, and (iii) preparation for exploitation through replication and scaling.

This deliverable is the outcome of Task 8.1, "Dissemination and Communication Plan," led by the WP8 leader (SHCN) and is the second deliverable of the WP8 Communications Working Group of the project involving all consortium partners.

This document with the associated action plans will be a dynamic and evolving document that learns from the project's dissemination experiences and adapts to changing needs throughout its duration.

About Invest4Health

Project Overview

Invest4Health (I4H) is a Horizon Europe project, an innovative initiative focused on transforming health financing for people's better health and well-being. Invest4Health wants to enhance health promotion and disease prevention by incentivising investments in these critical areas. The project aims to unlock the full potential of health promotion and disease prevention by mobilising novel finance models, benefiting individuals, societies, economies, and the environment.

Key points of Invest4Health

Health as an Investment: I4H challenges the status quo in healthcare and explores a fresh financing perspective. Invest4Health is dedicated to building a compelling case for investment and shaping policies that optimise health promotion and disease prevention resources.

Driving Positive Change: In the face of financial constraints and ongoing post-pandemic recovery efforts (compounded by cost of living and energy crises, the war in Ukraine and climate change), I4H pioneers cost-effective approaches across sectors. By mobilising innovative

investment models, we unlock the full potential of health promotion and disease prevention, benefiting individuals, societies, economies, and the environment.

Tangible Results: Through validated Smart Capacitating Investment (SCI) models, decision-makers can pool resources and share risks. I4H shifts the focus from input-based budgeting to outcome-driven analysis, enabling strategic pricing for effective and efficient well-becoming and wellbeing promotion¹.

Regional Test beds and Open Call: I4H evaluates ideas in regional test beds guided by healthcare decision-makers and citizen panels working together.

Social Franchising: I4H in collaborating with local stakeholders will explore how to scale SCI to deliver equitable health promotion and disease prevention services. The intention is to do this under a common social franchise brand to replicate successful interventions, maintain consistent standards, and maximise social benefits.

Expected Outcomes and Impacts: I4H establishes a solid evidence base, test effective financing techniques, and promote equitable spending through citizen participation. Our innovative SCI models and tools will lead to cost-effective strategies, fair decision-making, and resilient communities.

1. Communication and Dissemination

1.1 Objectives

WP8 focuses on the project's Communication, Joint activities and Dissemination with three main objectives.

O8.1 Better understanding of what moves and motivates key target audiences in order to provide bespoke information and engagement during the project. By gaining insights into what motivates key stakeholders, the project can effectively offer tailored information and attention to raise awareness about Invest4Health and its objectives.

O8.2 Design and implement a CJAD Strategy and Action Plan combining several axes of activities at local, national and European levels and technical, organisational and policy-oriented dissemination. The project carries out a range of activities at different levels to actively involve stakeholders, establish partnerships, and share research findings. By engaging stakeholders, the project benefits from their expertise and insights while fostering collaborations that promote the exchange of ideas and best practices helping the wider community working in the field.

¹ Rhiannon Tudor Edwards (2022) Well-being and well-becoming through the life-course in public health economics research and policy: A new infographic, *Front. Public Health* 10:1035260. doi: 10.3389/fpubh.2022.1035260

08.3. Connect with relevant and synergetic initiatives to develop mutually beneficial collaborative ventures. Invest4Health aims to foster knowledge exchange, share best practices, and enhance the understanding and implementation of smart investment approaches by establishing connections and collaborations with other projects and organisations.

Overall, the objectives of WP8 complement and support the broader communication objectives of increasing awareness, engaging stakeholders, sharing knowledge, influencing policy, fostering collaboration, and engaging the public in promoting equitable population health.

1.2 Key considerations for effective communication

The following considerations are crucial for Invest4Health to foster effective communication to reach its goals and objectives.

Personalisation: Tailoring messaging and content for different audiences and stakeholders.

The project will develop tailored messaging and content to engage different audiences and stakeholders effectively with special consideration for the test beds' needs. By understanding each group's unique needs, interests, and preferences, the project will deliver information and materials that resonate with them. This personalised approach will help ensure better understanding, engagement, and participation from the diverse stakeholders involved in the project.

Multi-channel Communication: Utilising a variety of communication channels to reach diverse audiences effectively.

The project recognises that different audiences and stakeholders prefer other communication channels. To reach a wider audience, the project will adopt multi-channel communication strategies locally and EU wide. It means utilising a range of different communication channels. By leveraging multiple channels, the project aims to effectively deliver information and engage with stakeholders in their preferred modes of communication.

Emphasis on Digital Communication: Utilising online platforms and tools for disseminating project information and engaging with stakeholders.

The project recognises the significance of utilising online platforms for effective communication and engagement in today's digital age. We will use social media platforms, maintain an informative website, and use relevant online tools to disseminate project information and engage with stakeholders. The project aims to reach a wider audience, enhance visibility, and facilitate meaningful stakeholder interactions by leveraging digital communication channels.

Visual Communication: Using visual tools like infographics and videos to present information in an engaging and easily understandable way.

The project recognises the impact of visual communication in capturing attention and conveying complex information engagingly and understandably. To enhance communication effectiveness, the project will employ visual communication tools such as infographics and visual presentations

to simplify complex concepts, highlight key messages, and create a visually appealing and memorable experience for stakeholders.

Open Access: Making research results and data openly available to the public.

Transparency and open access are important principles of the project. The project publicly aims to make research results openly available to the public. By adopting open-access practices, the project seeks to maximise the dissemination and impact of its findings.

Impact Communication: Focusing on communicating the long-term benefits and outcomes of the project and its positive impact on society.

The project understands the significance of communicating the outputs and deliverables and the long-term benefits and outcomes it aims to achieve. The project will emphasise sharing the impact of the project, showcasing how it benefits society.

Ethical Considerations: Adhering to ethical guidelines regarding sensitive or personal data.

The project is committed to following ethical guidelines in all research activities, including communication and dissemination. It is particularly important when dealing with sensitive or possibly personal data, as in the case of test beds and citizen engagement. The project will ensure that privacy and confidentiality are respected, and appropriate measures will be implemented to safeguard the rights and interests of all stakeholders involved.

Feedback and Evaluation: Seeking input from stakeholders to improve communication strategies and evaluate the impact of communication efforts.

To continually improve communication strategies and ensure the effectiveness of the project's communication efforts, the project will actively seek stakeholder feedback. This feedback will help identify strengths, improvement areas, and innovation opportunities in communication and dissemination activities.

Language Diversity: Considering language diversity by communicating project results in different languages to reach non-English speaking audiences.

Recognising the importance of reaching non-English speaking audiences, the project will consider language diversity in its communication and dissemination activities. To ensure broader dissemination and engagement with diverse communities, efforts will be made to communicate project results in different languages, especially in the 4 test beds. By addressing language barriers, the project aims to promote inclusivity and ensure its findings are accessible and relevant to a broader range of stakeholders.

Communicating in an accessible and engaging manner for lay people and citizen participation

It is important to communicate project information in a way that is easily understandable and accessible to lay people and citizens. This involves using plain language, avoiding technical jargon, and presenting information clearly and concisely. Additionally, engaging and interactive communication methods such as workshops, community events, and citizen forums should

encourage active participation and involvement. By facilitating understanding and active engagement, we can ensure that the project is inclusive and beneficial to all stakeholders.

Citizen-Generated Content: Publishing content generated by citizens and communities in the test beds to build trust and credibility and enhance transparency and engagement.

The project will actively publish content generated by involved citizens in the test beds and communities to foster trust and credibility with audiences. The communication efforts will enhance transparency, authenticity, and public engagement by showcasing the experiences and perspectives of those directly affected by the project. (See 1.5.3 on Working with citizens)

1.3 Communication and Engagement actions

In the project, we work across a range of interrelated levels with complementary communication and engagement actions to enhance our communication efforts and achieve greater success in our project:

Increase Awareness and Understanding:

- Raise awareness among stakeholders about the I4H project and its objectives, emphasising the importance of SCI in the public health field.
- Improve stakeholders' understanding of the potential impact of Invest4Health initiatives on health promotion and disease prevention.

Stakeholder Engagement, Collaborative Communication and Networking:

- Engage relevant stakeholders, primarily in relation to the four regional testbeds and secondarily in a broader sense, through effective communication channels and strategies, fostering their participation and collaboration in the project.
- Strengthen partnerships and collaborative relationships with stakeholders at regional level (in the testbeds) to enhance the implementation and dissemination of SCI approaches and models. Involve them in decision-making, seeking their input and feedback, and considering their perspectives on project activities and outcomes.
- Foster collaboration with other relevant projects and organisations to increase visibility and impact.

Knowledge Sharing and Dissemination:

- Share research findings, insights, and advancements related to investment, funding mechanisms, business models, and stakeholder behaviour incentivisation, contributing to the existing knowledge base in the field.
- Disseminate project-related information effectively to ensure broad accessibility and understanding among stakeholders, in particular in the testbeds.

Influence and Policy Impact:

- Advocate for adopting Invest4Health approaches and promote supportive policy and governance models that facilitate SCI in healthcare.
- Engage regional/national policymakers through targeted communication and strategic engagement, influencing policy discussions and decision-making processes.

Collaboration and Networking:

- Foster collaboration, networking, and knowledge exchange at regional level among relevant projects, organisations, and initiatives in SCI.
- Establish and strengthen partnerships to share insights, best practices, and lessons learned, enhancing the understanding and implementation of SCI approaches.

Public Engagement:

- Engage the broader public in the testbeds, including patients and citizens, in understanding the value of prevention and health promotion and their active role in promoting equitable population health.
- Encourage public participation and support in local healthy community initiatives in testbeds through effective communication and public outreach.

1.4 Target Audience

The Consortium identified the target audiences for the project and our communication efforts, mainly in the testbeds but also including higher levels. Our audiences are varied, with different levels of knowledge about health promotion, disease prevention or finance models, interest in these matters or power to act. They play crucial roles in shaping health policies, implementing healthcare initiatives, providing services, conducting research, and advocating for public well-being:

- Healthcare decision-makers & policymakers
- Health insurers and other funders
- Public authorities/Municipalities
- Civil society
- Industry
- Research community
- Citizens & patients - citizen panels in regional test beds
- Advocates for public health
- Public health workforce and health and social care professionals
- Community services and social housing

To make our project's communication and dissemination efforts impactful, it's important to understand these target audiences' knowledge, interests, and influence. We can customise our information and communication strategies by knowing where they stand and what motivates them. In the 1st year of the project, we will gather information about their knowledge, interests,

motivations, and drivers. By understanding and engaging with our audiences effectively, we can maximise the impact of our project and make significant progress in promoting population health.

1.5 Stakeholder Engagement and Capacity Building Initiatives

As part of Work Package 5 and Work Package 6, the Consortium will conduct research with various stakeholder groups in the test beds to better understand their needs and motivations, enabling us to provide tailored information and secure their engagement. Various strategies will be used to engage stakeholders throughout the research process, including regular communication, feedback mechanisms, and collaborative decision-making opportunities.

Capacity-building activities will be conducted to enhance stakeholders' understanding and implementation of SCI approaches in their respective fields. I4H will develop resources and training materials and organise training events to facilitate this process. The WP8 working group will provide the necessary support and expertise to ensure the success of these activities, particularly in the areas of communication and dissemination related to capacity building locally in the test beds.

1.5.1 Strategic Advisory Board

Strategic Advisory Board expertise and insight will be used to validate and supplement the results of various tasks of the project. Members will be health system funders/managing authorities in the 4 regional test beds, and at a later stage, regional funders and participating public authorities will also be invited to join to expand the Board. This way the SAB will represent stakeholders that are relevant to the testbeds, but not represented in the project directly. We will also try to recruit and engage experts/stakeholders internationally holding a relevant role.

1.5.2 Joint activities - Partnerships and Collaborations

In addition to identifying potential partners and collaborators locally for the regional test-beds as part of WP6, such as research institutions, healthcare organisations, advocacy groups, relevant professional associations, government agencies, academic institutions, community-based organisations, non-profit organisations, and actors from the investment fields, to enhance the reach and impact of our communication efforts, WP8 will also facilitate the development of joint activities at the consortium level with:

Transforming Health and Care Systems Partnership: We will collaborate with this partnership to leverage their expertise and resources in implementing SCI approaches. This collaboration will enable us to align our efforts and share best practices to achieve common goals.

HORIZON-HLTH-2022-IND-13-03 successful Consortium: We will work closely with a consortium, particularly with WPs3-4, to explore opportunities for collaboration. By sharing knowledge and

experiences, we can enhance the impact of both projects and contribute to advancing the field of SCI approaches.

EIT Health and Digital Engagement: Our collaboration with EIT Health and Digital will focus on specific tasks, such as T3.3-3.4, T7.2, and 7.4. By joining forces, we can leverage their expertise in digital health and innovation to enhance the implementation of SCI approaches and ensure their integration into existing health systems.

1.5.3 Working with citizens

Citizen Science Initiatives are an integral and vital part of the project in working with the testbeds. We will actively engage with citizen initiatives and platforms involved in T3.2, T3.4-3.5, and T6.1.

By actively involving local citizens in the testbeds in data collection, analysis, and interpretation through citizen science initiatives, we not only empower them to contribute to scientific research but we also create a platform for meaningful and inclusive communication. Through respectful and tailored communication approaches, we strive to create a collaborative environment where citizens feel heard, valued, and engaged throughout the project lifecycle.

By involving citizens from the test beds in our communication and dissemination efforts too, we can promote their active participation, gather valuable insights, and ensure that our project aligns with their needs and aspirations. Invest4Health recognises the utmost importance of effective communication with citizens at local level, considering their unique needs, knowledge, situations, language preferences, and communication styles.

We will not only place great emphasis on citizen experiences but we will also try to support that their valuable insights reach the intended target audience at the local level and the European Commission.

Potential communication methods for sharing citizen experiences:

Case studies: Sharing real-life stories and testimonials of citizens who have participated in the project or have been impacted by the initiatives. These narratives can provide concrete examples of the benefits and outcomes of citizen involvement.

Multimedia content: Utilising videos, photographs, and audio recordings to capture and share the voices and perspectives of citizens. This visual and auditory content can be powerful in conveying emotions, experiences, and the significance of their contributions.

Digital platforms: Leveraging websites, social media, and online forums can create spaces for citizens to share their experiences directly together with encouraging them to post their stories, feedback, and suggestions and facilitate discussions among citizens, project stakeholders, and the wider community.

Participatory events: Organising workshops, focus groups, or town hall meetings where citizens can actively participate and share their experiences. These interactive sessions allow for direct engagement, dialogue, and the opportunity to explore their insights in depth.

Collaborative publications: Co-creating reports, publications, or newsletters that feature citizen perspectives alongside research findings and project updates. This demonstrates the value placed on citizen experiences and ensures their inclusion in formal project documentation.

Engaging local communities: Collaborating with community organisations, local leaders, and networks to disseminate information about citizen experiences. Work together to organise community events, exhibitions, or outreach activities that highlight the contributions and achievements of citizens.

Overall, the key is to adopt inclusive and accessible communication approaches that give voice to citizen experiences at local level, respect their diverse perspectives, and create meaningful opportunities for engagement and dialogue. We aim to effectively convey the stories and perspectives of citizens involved in a project in the test beds.

1.6 Communication and dissemination channels

We have planned and identified several key communication channels for our EU project to reach our stakeholders effectively. These include email, social media platforms, project websites, print media, face-to-face interactions, and a collaboration platform; we will provide direct communication through regular emails to local and regional stakeholders, ensuring they stay informed about the project progress and activities. Social media platforms will engage a wider audience and promote project-related content. Our project websites will be central for information, resources, and update. Print media, such as brochures or flyers, will be distributed at relevant events. Additionally, face-to-face interactions, including workshops and conferences, webinars, and online forums, will foster direct engagement and exchange of ideas.

While these are the planned channels, we remain open to further exploring other options that may emerge during the project to enhance communication and stakeholder engagement.

1.7 Communication and dissemination methods

A diverse range of communication methods will be used to disseminate information, engage stakeholders, and promote awareness effectively:

1.7.1 Academic and Scientific Communication

Scientific Publications: Peer-reviewed articles published in academic journals to communicate the research findings of I4H to the research community. We will prioritise high-quality journals with short review periods and fast online publication with indexing by accessed research databases.

Scientific Presentations in Conference/Workshop/Round Tables: I4H researchers and experts will deliver presentations to share project research findings with a professional target audience.

Theses: I4H data and results may be used by PhD students working within the project to contribute to their academic theses.

1.7.2 Visual Communication

Posters: Research findings and other information will be visually presented at scientific events, using posters to engage attendees.

Infographics: Specific infographics will be created for professionals and the general public, summarising research topics or the project.

Photo Series: Visual narratives in the form of photographs to document events, work in the test beds, share personal experiences, and raise awareness.

1.7.3 Professional Engagement and Collaboration

Organisation of Conference/Workshop/Round Table/Training with learning by doing exercises: I4H will bring together target groups to share project results and discuss current issues in professional settings at mid-term, and at the end.

Webinars: Training and educational sessions will be provided to professional audiences through online webinars at local level.

Interviews: I4H experts or researchers may be interviewed to provide additional insights or commentary on project-related matters.

1.7.4 Public Engagement and Awareness

Articles Published in the Popular Press: Written in a simple language, these articles will be published in newspapers or magazines to summarise research findings or provide commentary on I4H.

Oral Presentations to a Wider Public: Talks, lectures, or speeches will be delivered in person or online to share I4H information or ideas with a broader audience, increasing public awareness and understanding.

Social Media: Platforms like Twitter, LinkedIn will be utilised to share project information, updates, and news.

Website/Webpage/Web News: Project-related information, activities, events, and training are provided through the official I4H website and web news section.

Flyer/Brochure/Roll-up banner: Informational materials about the project were created and will be distributed to reach a wider audience.

1.7.5 Targeted Communication and Updates

Newsletter: Regular publications will be sent to specific audiences every 6 months, such as partner organisation members or I4H subscribers, containing updates, news, and information about the project.

Media Briefings/Press Release: Journalists will be provided with information about I4H at local levels, or announcements of newsworthy I4H-related events or developments will be aimed at journalists.

1.7.6 Multimedia Content

Audio-Video Content: Videos, podcasts, and other audio recordings can be created to communicate information and ideas about I4H to the target audiences, mainly in the test-bed regions.

1.7.7 Collaboration using technology

We will also work with the industry to leverage existing systems by designing and testing customisable architecture for a collaborative platform that offers broader opportunities to actively involve local communities/citizens in new governance mechanisms for SCIs, which is also an important means for communication and dissemination.

By employing these various communication means, the I4H project ensures effective knowledge dissemination, stakeholder engagement, and public outreach, thereby maximising the impact and reach of its initiatives.

1.8 Communication messages

The Consortium partners are currently developing clear and concise messages that will effectively communicate the importance and benefits of the approaches used in the project. Through consensus workshops and ongoing discussions, we are working towards creating impactful messages that highlight the value of the project's approaches. These messages will aim to concisely convey the significance of the project and its benefits to the target audience. The partners are committed to ensuring that the messages accurately reflect the project's objectives and resonate with stakeholders.

The content produced for the project's publicity materials, including the brochure, editable flyer template, and roll-up banner design, overview presentation, website text (See 1.9), also plays a crucial role in specifying and clarifying messages on the project's goals and activities.

1.9 Brand Development and Visual Identity

A clear visual identity was created for I4H to support communication, outreach, and future activities. (See Annex 3) The different elements of the visual identity work together to establish a consistent and recognisable image for the project.

We have also created various resources to enhance our communication materials. These resources include:

Logo and its variants: These have been designed to represent the project effectively and are used consistently across various communication channels, including social media. Its colour scheme adds a touch of freshness to visually represent the project. The logo has a simple design that helps people easily recognise and associate it with I4H. It plays a key role in establishing our project's presence and increasing recognition among our target audience.

Project Brochure and Editable Flyer: A well-designed brochure/flyer provides an overview of the project, showcasing its goals, activities, and achievements. It also helps us present the project to stakeholders and raise awareness, and update with current information.

Roll-up Banner Design: A visually appealing design is used in the project banner that can be used at conferences, exhibitions, or project events. It grabs attention and effectively communicates our key messages.

PowerPoint Template: A professionally designed template is developed for creating project presentations. It ensures a consistent and visually appealing layout, making it easier to showcase our project content.

Word Templates: Pre-designed templates for Word documents were also created for reports and other written materials.

In the annex, the following assets can be found related to the brand development and visual identity of the project: the project logo, typography specifications, brand guidelines outlining proper usage, a project brochure, the editable flyer, a roll-up banner design, as well as PowerPoint and Word templates, social media. These resources serve as a comprehensive toolkit to maintain a consistent branding and cohesive visual identity across the project's communication materials.

1.10 Project website

A public project website has been launched for Invest4Health at the end of M6, but development will be continued to enhance its features and content as the project progresses.

It will be used for (i) communication, (ii) visibility, (iii) accessibility, and (iv) documentation. It will provide up-to-date information on the objectives, progress, and results and will serve as a platform for communication with the project stakeholder groups. Its main objective is to promote the project and increase its visibility to reach a broader audience. Additionally, we also want to attract our potential collaborators for joint actions and any other interested parties who can help raise awareness of Invest4Health's goals and achievements in the long run. Users will have access to information in various formats, and it will also serve as a repository of publications, reports, presentations, and innovative practices. Public deliverables will also be shared via the website. The website will also be an important focal point for information about the work in the 4 test beds and the open call in the later phase to test SCI models.

The website with important key features² already provides general information about I4H, the Consortium, and the test beds, and shares news.

The ongoing development and maintenance of the website are led by SHCN. The team is committed to further improvements and updates to ensure the website remains up-to-date and valuable for visitors.

Website address: www.invest4health.eu

1.11 Social media use

Social media will be used to reach a wide but targeted audience. It serves both communication and dissemination purposes to maximise the impact and the successful exploitation of our project results. Active social media use can also boost the traffic of the Invest4Health website.

WHERE - The two social media sites that have been selected for I4H are (i) Twitter and (ii) LinkedIn, and possibly (iii) YouTube in a later stage.

WHO - The project accounts on the selected social media platforms will be managed by SHCN by a designated person from the WP8 team who will oversee the social media activities. This coordinator will manage social media accounts and centralise the information to be shared and communicated with the audience, including replying to messages. The Consortium partners will also contribute actively to social media communication. Acting as multipliers of information, they will also be encouraged to share Invest4Health news items, posts, tweets, and LinkedIn posts using the accounts of the beneficiary organisations and institutions or even the accounts of the researchers involved in the project.

WHAT - The tweets and posts, with a special emphasis on the appropriate style, content and tone, at an early stage, will focus on raising awareness which is about making our target groups aware of I4H, its main objectives, expected results in general. In a later stage, it will focus on helping our audience to have a deeper understanding of what we do, what methods we use, what the main activities are, and what impacts and outcomes are planned and achieved. Events, interim results, public deliverables, and media content, if created (photograph, video, audio), will also be shared together with short comments and announcements. The messages that I4H

² The key features of the website include a clear and user-friendly navigation system, high-quality and engaging content for stakeholders, optimisation for different devices, search functionality, contact information, newsletter sign-up registration, a document/good practice repository, multimedia elements, social media integration, interactive features, secure protection of user data, and analytics for tracking user activity. The technical requirements involve hosting on a Linux LAMP-based server, utilising WordPress CMS for role-based content management, SSL provided by Let's Encrypt, and Google Analytics for user activity tracking. Design requirements consist of a responsive design accommodating mobile and desktop access, a coherent and complimentary colour scheme to the logo, a well-sectioned content layout for easy navigation, and accessibility standards for disability access. Content requirements encompass text, images, videos, and downloadable files. The minimum functionality requirements include searchable content and documents, integration of social media posts, document archiving, display of embedded PDF files, and a contact form.

will convey will be adapted to the audience and language need to be customised, which will more likely make people read and retweet I4H content, expanding our audience.

HOW - Tweets and posts of the I4H accounts will be shared in English. At the consortium partner level, local posts in the local language about the project can also be shared. The usual writing style in social media platforms is using plain English, which will be followed in I4H. Regular exchanges of information will be established between the WP leaders and the Communication and dissemination group to help ensure that I4H is promoted adequately by enabling the person working with I4H social media platforms to draft relevant content and post it on time. Building a social media community for I4H will be of key importance as people and organisations with the same interests and similar projects can help boost the visibility of I4H content and can increase the number of people who read I4H posts. Techniques like retweeting, replying to others' tweets, quote-tweeting information about I4H, initiating an online discussion, connecting with other Horizon Europe beneficiaries under the same call and following their account, retweeting or replying to their posts or tagging them will be used to enlarge I4H community. I4H will also follow the European Commission's social media channels to play an active role in Horizon Europe's communication and dissemination campaigns launched by the European Commission.

Hashtags - To increase outreach and capitalise on existing trends, various hashtags will be used to cluster similar I4H content and link our content to others. They also help to consolidate and group content, and they can encourage interaction between people.

The following newly created hashtags can be used among others, e.g., #Invest4Health #smartcapacitatinginvestment #socialfranchise #healthasinvestment

Existing hashtags to use to connect our own media content to specific topics that are relevant to us are e.g., #healthpromotion #diseaseprevention #HorizonEurope

Aligning Invest4Health communication channels - To avoid confusing the Invest4Health audience, and improve access to our content, I4H social media project accounts and the project website are named consistently. To improve I4H search engine ranking, connections between our social media accounts and the I4H website are made (e.g., 'live' tweets will be posted on the project website) I4H offline publications, the brochure, any flyer will also include reference to all the online sources.

Risk management - Special attention will be paid to the content shared about I4H to avoid or reduce common risks related to social media use (e.g., privacy/data breaches and information leakage, security breaches, spam, and online trolls). To protect the project, all consortium members will agree on an internal code of social media conduct.

Measuring impact and performance - Social media activity will be continuously monitored.³

1.11.1 TWITTER

The I4H Twitter account was set up in M6 with a handle: @EUInvest4Health Background information about the Funder is provided according to the EC Recommendation for Twitter:

‘This project (2023-2026) receives funding from the Horizon Europe Research and Innovation Programme. Any tweets reflect only the views of the project owner.’

FOR WHOM - On Twitter, we can find representatives from all the target groups of I4H, including individuals from the health and social field, the research community, policymakers, finance professionals, and a smaller number of citizens. Therefore, we must ensure a balance between creating content that is relevant and engaging for both professionals and the general public.

WHEN - Twitter posts will be shared regularly, a minimum every 2 weeks at the start, at the project level, but in the later phase of the project, weekly or even daily, when events are organised, project outputs or interim results are already available.

1.11.2 LINKEDIN

LinkedIn is a professional networking site; it can be used for groups and has established networks on specific topics.

A ‘Partnership page’ was created for I4H using the LinkedIn Company registration feature to share information about I4H (news, documents, events).

<https://www.linkedin.com/company/invest4health-horizon-europe-project/?viewAsMember=true>

I4H as a project was added to the personal LinkedIn Profile of an appointed SHCN team member (Profile section/Accomplishments/Projects), and other consortium members can also feature I4H in their personal page this way.

Project colleagues and consortium partners will also share individual LinkedIn posts about the project and its progress.

³ We will use both quantitative (e.g., number of clicks, likes, shares, tags, video views, new followers, profile visits, engagement rates) and qualitative indicators (e.g., types of comments received, their tone, the number of people they reached, the types of followers, impressions, traffic data, ratings, word clouds). Data on the already identified Key Performance Indicators will also be collected. Analysis tools like Twitter and LinkedIn analytics will be used. Data collection will be done 6 months, or in a later stage, quarterly. Information about the Invest4Health social media accounts, activities, achievements and impacts will be included in the periodic reporting and in the WP8 deliverables.

FOR WHOM - On LinkedIn, the representatives of the relevant professional communities can be found. This allows us to share more professional content using more technical language with more specialised content.

WHEN - In the first phase of the project, general information will be shared at least monthly at project level. LinkedIn will be used more actively, with posts at least every 2 weeks, in a later stage when events are organised, project outputs or interim results are already available.

1.11.3 YOUTUBE

YouTube may be used to disseminate audio-visual content produced as part of I4H.

FOR WHOM – Audio-visual content can be the most relevant for the citizen community, local decision-makers, policymakers, and the media.

WHEN - YouTube can mostly be relevant in a later phase of the project when the produced local media content will be made available publicly in parallel with interim results.

1.11.4 Social media policy

I4H supports its consortium partners' in appropriate use of social media, personally and, if authorised, on behalf of the partner's company/organisation. Thus, partners can and are encouraged to use organisational/departmental and personal social media accounts to promote I4H.

Partners maintaining an official or personal social media presence have to make sure that content on I4H posted is consistent with the guidelines below:

Partners using their organisational social media accounts for I4H communication naturally need to adhere to the existing Code of Conduct/Information Security/Privacy Policies of their organisation. However, partners are also encouraged to coordinate their social media posts on I4H with the content of the project's Twitter account and LinkedIn page.

In particular, key project events, publications and other key project outputs & results should be posted first using the project accounts. Partners are asked to create new posts on the same matter following that retweet or repost project posts.

In general, be a "good ambassador" of the project. If you communicate online about I4H-related matters, use good judgment, disclose your connection to the project and make sure you have all the facts before posting. If you are in error or have omitted pertinent information in your post, acknowledge the error and make corrections quickly and prominently. If you use personal social media accounts, you are responsible for what you post on them in relation to I4H.

Always protect against any unauthorised disclosure of Confidential information belonging to I4H or our partners. Be careful not to post confidential or proprietary information (e.g., sensitive data, information related to research, proprietary knowledge and intellectual property).

If partners need assistance on matters related to social media use for I4H, e.g. (i) if there are questions about what is considered confidential, or (ii) if there is any question about whether it is appropriate to write about specific issues or share any outputs related to I4H, they should check with, or ask the WP8 team, which is responsible managing I4H social media presence (edit@hcn.eu).

1.12 WP8 Needs and interdependencies

Within the project, WP8 plays a crucial role in communication and dissemination activities. It collaborates closely with other work packages to leverage their expertise, content, and stakeholder engagement efforts. By working collaboratively, WP8 ensures that the project's activities and outcomes are effectively communicated to various audiences.

These areas of collaboration between WP8 and other work packages are crucial for the success of communication and dissemination efforts:

Sharing Information: Work packages that gather and analyse data generate valuable content and findings. WP8 collaborates with these packages to understand their insights and findings thoroughly. By doing so, WP8 can effectively communicate these findings to different stakeholders in a clear and accessible manner. This collaboration ensures that the project's key messages and information are accurately conveyed to a wide audience.

Getting Expert Help: Some work packages have specialised knowledge and expertise in specific areas relevant to the project. WP8 leverages this expertise by seeking assistance from these experts. They provide input, guidance, and quality assurance to ensure that the project's activities and outcomes are communicated accurately and effectively. This collaboration ensures that the messages conveyed by WP8 align with the project's goals and meet the highest standards of accuracy and clarity.

Engaging Stakeholders: Certain work packages involve working with various stakeholders who have an interest in the project's outcomes. WP8 benefits from the insights and perspectives of these stakeholders. By understanding their needs, concerns, and expectations, WP8 can tailor its communication strategies to effectively engage and inform these stakeholders. This collaboration helps create a sense of ownership and engagement among stakeholders, fostering a greater understanding and support for the project.

Choosing the Best Ways to Share: Some work packages focus on disseminating project-related information through various channels such as events, conferences, publications, or policy platforms. WP8 collaborates with these packages to determine the most effective and appropriate channels for sharing project updates, research findings, and other relevant information. By coordinating messages and aligning dissemination efforts, WP8 ensures that the project receives the attention it deserves and reaches the right audience.

Through collaboration in these areas, WP8 strengthens the overall communication and dissemination strategy of the project. By leveraging the expertise, insights, and resources available within the Consortium, WP8 maximises the impact of its communication efforts,

effectively engaging stakeholders and sharing project-related information to achieve the project's goals.

1.13 Monitoring

To ensure effective communication and dissemination in I4H, we have implemented an online monitoring table. This tool enables us to gather comprehensive information on project and partner-level communication and dissemination activities, including publications, event plans, and attendance. Our focus is on continually assessing and improving our strategies. We have plans for possible future surveys, feedback forms used among our target groups, and analytics to measure the reach and impact of our communication efforts. By utilising these measures, we aim to enhance the effectiveness of our communication and dissemination activities throughout the duration of the I4H project.

1.13.1 Key Performance Indicators

Key Performance Indicators (KPIs) are also used to assess the effectiveness of our communication and dissemination activities, and we employ a set of specific metrics to measure our progress and impact. These metrics include:

Decision and policymakers:

- A minimum of 3 events in each regional test bed (n=15)
- Online policy briefings at least 1/year

Funders and investors:

- 2 SAB meetings annually
- Participation in the mid-term workshop and final conference

Citizen panels in regional test beds:

- Each deliverable uses visual techniques to optimise knowledge sharing with citizen panels and the public

Research community:

- At least 4 publications in high-impact factor peer-reviewed journals
- At least 6 consortium co-authored publications in open-access journals
- Special issue in a health policy/implementation-focused journal

Industry:

- Health system/Industry agreements in each test bed for platform-based collaborative spaces to offer 'plug and play' options for relevant TRL6 digital health solutions during the next large-scale demonstration phase.

For all target groups:

- One webpage at the start. At least 5,000 visits/per year
- Channels weekly updated (Twitter and LinkedIn). 2,000+ followers on social media accounts by the end of the project.

1.14 Ethical Considerations

We will prioritise ethical standards in our communication and dissemination activities. This means obtaining informed consent where necessary, protecting privacy, and being culturally sensitive. We will ensure that personal information is handled securely and that our communication materials are respectful and inclusive. By following these ethical guidelines, we build trust with our partners and stakeholders locally and maintain a responsible approach to communication.

1.15 Budget and Resources

In the I4H project budget, WP8 person months are distributed among the consortium members to allocate resources effectively. The responsibility for website editing and digital material production lies with the SHCN budget. However, any required printing of the electronic versions will be the responsibility of the respective partner.

1.16 Acknowledging EU funding

All communications related to I4H and results funded under the grant will:

(a) display the EU emblem



and

(b) include the following text:

This project has received funding from the European Union's Horizon Europe Research and Innovation Programme under Grant Agreement 101095522.

The participation of UK partner Bangor University in this project is supported by UKRI grant number 10065737

The participation of UK partner University of Oxford in this project is supported by UKRI grant number 10061251

The participation of UK partner Hywel Dda University Health Board is supported by UKRI grant number 10063637

Funded by the European Union and UKRI. Views and opinions expressed are, however, those of the author(s) only and do not necessarily reflect those of the European Union or HADEA or UKRI. Neither the European Union nor the granting authorities can be held responsible for them.

Alternatively, a shorter version can be:

This project has received funding from the European Union's Horizon Europe Research and Innovation Programme under Grant Agreement 101095522.

The participation of UK partner Bangor University in this project is supported by UKRI grant number 10065737

The participation of UK partner University of Oxford in this project is supported by UKRI grant number 10061251

The participation of UK partner Hywel Dda University Health Board is supported by UKRI grant number 10063637

High-resolution EU emblems are available at:

https://ec.europa.eu/regional_policy/information-sources/logo-download-center_en

1.17 Summary of rules that I4H will follow

In communication and dissemination, the Consortium will consult the relevant articles of the Grant Agreement to follow all the rules.

1.18 Used guidance

EC guidance used for this strategy on communication and dissemination: Horizon Europe Programme Guide, Version 3.0, 01 April 2023⁴.

2. Exploitation

One of the objectives of the I4H project is to create SCI models and tools for stakeholders in health ecosystems to work together to plan and finance health promotion and disease prevention at population, community and individual levels. Our ambition is to look for opportunities and approaches to implement SCI models and tools in different geographies. To achieve this, an appropriate replication and expansion strategy must be identified and implemented to ensure that socially equitable health promotion and disease prevention can continue to operate beyond the I4H project across as many regions of the European Union as possible.

To enhance the scalability of the results of the I4H project, the consortium chose an adapted format of the business franchising model in which the developer of a successful social concept (franchisor) enables others (franchisees) to replicate the model using a proven system and a brand name to achieve a social benefit⁵. With most franchises, the motivation, or end goal, is profit. In contrast, the motivation behind a social franchise is the expansion of a goal, such as

⁴https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/guidance/programme-guide_horizon_en.pdf

⁵ Zajko K & Hojnik BB, Sustainability 2018, 10(9), 3144

improving citizens' overall health status and increasing their quality of life. While still a needed component for success, profit is viewed as a means to achieve, not the achievement itself. The I4H consortium indicated social franchising as an effective means by which the SCI models and tools will be exploited.

2.1 Why Franchise the SCI models and tools?

Franchising a business allows entrepreneurs to grow their businesses faster than traditional, company-owned expansion and is significantly cheaper than company-owned expansion. It also allows entrepreneurs to have independence from the day-to-day running of the business while supporting and collaborating with a network of franchisees to create a successful and valuable business. By creating a network of trusted franchisees, entrepreneurs can also feel confident that their businesses are supported by motivated, invested individuals who are passionate enough about the company to invest in and work as part of it every day. A robust and motivated network of franchisees can also offer ideas and opportunities for growth and success and create a supportive community that builds strong brand loyalty (*British Franchise Association and NatWest Survey, 2018*). For the I4H consortium, there is an urgent need to incentivize a shift from hospital-centric care to SCI in health promotion and disease prevention and to expand the access and implementation of I4H solutions quickly in regions less-developed and transition. Franchising is the ideal model for replicating SCI models and tools to cover a larger geographic region and reach more beneficiaries. The expansion of franchising into the social realm, termed social franchising, has implications for global development. Through social franchising, I4H will replicate and scale validated interventions and promote the shift from hospital-centred to community-based, people-centred and integrated services enabled by relevant social enterprises.

2.2 Social Franchising

Social franchising is defined as “the application of commercial franchising methods and concepts to achieve socially beneficial ends”⁶. It is a relatively new concept for franchise and social enterprises. This replication and expansion strategy, allows individual franchisees the flexibility to ensure their franchise is successful in its area and that funding does not have to be centralised, especially in the case of large-scale social franchises. Social franchising is defined in various ways, but the consensus is on the intention to achieve social benefits through any activity addressing a social need where there is an independent coordinating network that supports network members⁷. According to Montagu⁸, *social franchising is a contractual arrangement that uses the format of commercial franchising to achieve social goals in different locations and countries*. Taking a narrower view, Bartilsson's definition suggests that the social franchisor and social

⁶ International Franchise Association's Social Sector Task Force, 2014

⁷ Du Toit, A. (2017). An introduction to social franchising. In F. Hoy, R. Perrigot & A. Terry (Eds.), *Handbook of research on franchising*. UK: Edward Elgar Publishing; Bishai, Shah, Walker, Brieger, & Peters, 2008

⁸ Montagu, D. (2002). Franchising of health services in low-income countries. *Health Policy and Planning*, 17(2), 121–13)

franchisees are "social enterprises (i.e., businesses that trade and have a social purpose) sharing the same values"⁹.

A social franchise model is ideal for implementing the SCI models and tools and achieving financial sustainability, longevity and effective expansion of social enterprises. Through social franchising, franchisors and franchisees will work collaboratively to enable robust and financially stable growth while sharing knowledge, learning and information to help increase the organisation's social impact.

2.3 What are the main differences between social franchising and commercial franchising?

In a social franchise, there is a need for a socially beneficial mission and to achieve financial objectives such as sustainability. Franchisors share their solution to a social problem, and franchisees may become part of a more significant movement and solve a social problem locally¹⁰. In commercial franchising, the franchisee takes on the franchise with the key objective of making a profit. Franchisors gain access to franchisees' capital and labour with low selection and monitoring costs. Franchisees seek high returns to risks¹¹. Still, social missions can create challenges regarding how to balance social and financial goals. Previous studies¹² demonstrated that a successful scaling in social franchising, overcoming these challenges, depends on the adaptability of the business model to a wider variety of local conditions. Decision-making is mostly decentralized to franchisees who can be trusted because of a shared identity. Specific functions are centralized (e.g., support services), but franchisees can still implement flexibility. Shared governance with frequent input from franchisees is possible because it aligns with the social mission. Instead of teaching franchisees about the business model and monitoring implementation, the franchisor orchestrates knowledge sharing among franchisees (i.e., horizontal learning instead of vertical learning) and supports innovation.

Still, as a relatively new form of expansion for social enterprises, there can be considerable variation in how a social franchise sets up its system and model. The level of flexibility will depend on a variety of factors, including the complexity of the business model, the strength of the brand identity, where the majority of funding for the activities comes from, the risk level, the extent to which knowledge and learning processes need to be shared, and the potential for exploiting economies of scale, among a wide variety of other factors. Testing the SCI models and tools initially in four testbeds located in different countries, followed by an Open Call to select

⁹ Bartilsson, S. (2012). Social franchising – Obtaining higher returns from investments for jobs in social enterprises. Alnwick: European Social Franchising Network

¹⁰ Tracey, P., & Jarvis, O. (2007). Toward a theory of social venture franchising. *Entrepreneurship Theory and Practice*, 31(5), 667–685

¹¹ Combs, J. G., Ketchen, D. J., Shook, C. L., & Short, J. C. (2011). Antecedents and consequences of franchising: Past accomplishments and future challenges. *Journal of Management*, 37(1), 99–126

¹² Giudici A, Combs J.G., Cannatelli B.L., & Smith B.R. (2020). *Entrepreneurship Theory and Practice*, Vol. 44(2) 288-314; Santos F., Pache A-C, Birkholz C. (2015). Making hybrids work: aligning business models and organizational design for social enterprises, *California Management Review*, Vol.57(3) 36-58

new testbeds, will be an excellent opportunity for improving the implementation of the model more efficiently in other regions.

2.4 Does social franchising apply as an effective expansion model to all social enterprises?

While social franchising can be a highly effective model of expansion, there are limitations and restrictions to when it should be used as a feasible expansion method. As with commercial franchising, the model must be proven, and some investment is required to begin moving a social enterprise into a successful social franchise. Based on the data collected in each testbed, including the ones included via the Open Call, and the experience gained during workshops and meetings with social entrepreneurs, social investors, social franchisors, and local/regional stakeholders, the I4H consortium will develop strategic guidance for transfer and replication of the results appropriately. I4H will identify the opportunities and challenges for adopting the SCI models and tools outside the project and create a SCI toolkit to help social enterprises launch or strengthen their social franchise network.

2.5 Who is the franchisor in a social franchise?

There is a range of business structures used in social franchising. The franchisor may be structured as a non-profit, for-profit, or other type of structure that is specifically designed for a social enterprise. They can be companies and organizations that operate in different ways in different areas and within different industries. A common denominator is that they tackle a societal problem and develop new solutions to the problem. They think creatively and innovatively to cover needs that are not sufficiently covered by other public or private actors. Among other things, they are driven by creating social results and deliver results on the so-called "double bottom line": results that provide both social and financial gain (Ferd).

I4H partners are creating opportunities and space to communicate the project with key local stakeholders, share knowledge about financing models that blends profit and purpose and understand the challenges in scaling social enterprises while enabling social impact and financial sustainability.

2.6 Engaging stakeholders – Examples of opportunities

- Social incubator – Social Impact Lab (Bergen, Norway)



On March 6th, Natale Rolim, from Norway Health Tech (leading WP7 Scaling and exploitation), visited the Social Impact Lab and met Silje Grastveit. The programs offered by the Impact Lab are designed to create and scale solutions to systemic problems by inspiring, connecting and enabling citizens, entrepreneurs and organisations – to work together in collaborative environments and to jointly create resilient entrepreneurial ecosystems. To participate in the incubation program, the enterprises must have a solution that has the potential to become a sustainable business. Once selected for the incubation program, the enterprises get: courses and workshops from skilled professionals in

various useful categories when starting a company; digital learning platform with video courses where experts in different parts of business development share their best tips and available digital toolbox; mentoring sessions with business developers and designers (by agreement); social network and invitations to regular gatherings, a network of like-minded people; guidance - one-to-one follow-up, and sparring partners via other entrepreneurs; and social Impact Lab membership.

- Scale Accelerator and social investor – attend the Impact StartUp and Ferd (Oslo, Norway)



On June 8th, Impact StartUp celebrated its 5th anniversary. "Globally and locally, we face many challenges that require innovative thinking. We believe some ideas are more important than others – for the environment, society, our lives and those who come after us. If as many good measures as possible are given the conditions for growth, together we will be able to tackle tomorrow's challenges better. This is the background for Impact StartUp and what we work for every single day."

Over 150 people were celebrating together with Impact StartUp its 5th anniversary and learning about the challenges they faced in the past years, the new opportunities to support startups and the perspectives for the next five years. The accelerator and investors helping them, such as Ferd and Nordic Innovation, were also at the event. It was a great experience talking to some of the enterprises and the development manager at Social Impact Ferd Social Entrepreneurs, Henriette Skretteberg, about the financial solutions to continue supporting scaling social enterprises.

- Social entrepreneur – Løpetrening (Norway)

Løpetrening is a social enterprise led by Andreas Gossner that contacted Norway Health Tech to learn more about the I4H project. They have about 300 members, including about 50 companies. Løpetrening offers training programs for all the usual distances. The duration of the training programs is 12-20 weeks depending on the distance. Every single session and every training week are described in detail, and the customers can communicate at any time with a personal trainer who follows up with the customers online all the way from the time they join. The main goal is to encourage the population to maintain a healthier lifestyle by offering personalized training programs for an affordable price. With companies, Løpetrening's main objective is to reduce sick leave and improve productivity through a healthier and happier work environment.

- Social franchising

Sven Bartilsson (Coompanion, European Social Franchising Network)

Sven is a senior executive with experience within the fields of strategy, social entrepreneurship, local and regional development, CSR, cooperatives, public relations, project management, franchising, not-for-profit, and social venture. He is Senior Advisor at Coompanion and

responsible for a feasibility study conducted on the possibilities of creating a Swedish cooperative investment fund.

Alessandro Giudici (Reader in Strategy and Director of the Modular Executive MBA at Bayes Business School, University of London).

Alessandro's research investigates the processes through which innovation can be facilitated in entrepreneurial ecosystems mainly from the perspective of 'pro-social' intermediary organizations such as (corporate e non-corporate) incubators, accelerators, venture associations, government agencies, etc. He also works on business models, particularly if digitally-enabled and/or for social innovation in emerging economies (Sub-Saharan Africa, especially), and on corporate innovation. His work has been published in the Academy of Management Journal, Entrepreneurship Theory & Practice, Business History, Industrial Marketing Management, Long Range Planning, and Strategic Organization.

- Healthtech Festival promoted by Norway Health Teck – Partner leader of the WP Scaling and exploitation.



Norway Health Tech is a technology cluster facilitating the growth of new and innovative healthcare solutions. The festival happens annually, and it takes place at Oslo Science Park. This year, the festival had the presence of the Ministry of Health and Care Services and representatives of the Norwegian health service system. Delegations from the UK and Singapore also attended the festival as well as social enterprises, members of Norway Health Tech, and investors. An EU stand was centrally placed in the event to communicate EU-funded projects, including I4H. Approximately 350 people attended the event.



ANNEX 1 - Action plan for communication, dissemination, and joint actions

KEY ACTIONS	M1-6	M7-12	M13-18	M19-24	M25-32	M32-38	Main responsible
Establish a WP8 working group comprising consortium partner representatives responsible for communication and dissemination activities. Collaboration with partners: Foster collaboration and coordination with project partners to align communication efforts and maximise impact. Regularly communicate with partners to exchange updates, share resources, and coordinate joint activities. Explore opportunities for joint publications, presentations, or other collaborative initiatives.	x	x	x	x	x	x	All partners
Brand development & Visual identity - Creating visual assets such as logos, colour palettes, and design guidelines	X						SHCN
Produce publicity materials	X						SHCN + Input from partners

Website development/maintenance - Design and develop and maintain a user-friendly website that serves as the central hub for project information and updates	X	x	x	x	x	x	SHCN
Website update - Regularly update the project website with news, announcements, and relevant project-related information.	x	x	x	x	x	x	SHCN
Project Publications		x	x	x	x	x	All partners
Content creation for communication channels Collaborate with relevant work packages to gather information and analyse data for content creation. Develop compelling and informative content that effectively communicates the project's objectives, findings, and impact. Tailor the content to be easily understandable by the target audience.	x	x	x	x	x	x	All partners
Social media Establish and maintain a strong presence on relevant social media platforms.	x	x	x	x	x	x	SHCN + Partners

Follow a social media strategy to engage with the target audience, share project updates, and promote key messages. Regularly monitor and respond to social media interactions and inquiries.							
Newsletter (6 monthly) Create a newsletter to provide regular updates and highlights about the project's activities and achievements. Distribute the newsletter to stakeholders, partners, and interested individuals via email or other appropriate channels. Ensure the newsletter content is engaging, informative, and visually appealing.	x	x	x	x	x	x	SHCN + partners
Supporting Stakeholder engagement in test beds: Identify key stakeholders relevant to the project, such as researchers, policymakers, community organisations, and the citizens. Conduct regular communication and consultation activities to gather feedback, address concerns, and involve stakeholders in decision-making processes.	x	x	x	x	x	x	WP6

Media Relations: Establish relationships with relevant journalists locally and promote project activities and achievements. Develop press releases and other media materials to disseminate project-related news. Monitor media coverage and respond to media inquiries prom	x	x	x	x	x	x	WP6
Events and conferences: Identify relevant events and conferences in the field and plan the project's participation, such as presentations, panel discussions, or workshops. Develop materials and presentations to effectively communicate the project's objectives and outcomes. Network with attendees and explore collaboration opportunities.			x	x	x	x	All partners
Evaluation and feedback: Establish mechanisms to monitor and evaluate the effectiveness of communication activities.	x	x	x	x	x	x	SHCN

Collect feedback from stakeholders and target audiences to assess the clarity, relevance, and impact of communication materials and strategies. Use feedback to make improvements and optimise communication approaches.							
Joint activities Stakeholder engagement at project level		x	x	x	x	x	SHCN, RS

ANNEX 2 - Action plan for exploitation

KEY ACTIONS	M1-6	M7-12	M13-18	M19-24	M25-32	M32-38	Responsible
Develop a SCI package ready for large scale demonstration in participating and new regions.		x	x	x	x	x	All partners
Develop the exploitation plan using social franchising model for wide-spread of the SCI package to be tested in the large-scale demonstrators.		x	x	x	x	x	All partners
Develop a strategic guidance for transfer and replication.			x	x	x	x	SRI, SHCN, NHT
Conduct simulation exercises with 2 nd tranche of regional test-beds.				x	x	x	NHT, RS, EHNet, RISE
Engage with stakeholders and decision makers to gauge opportunities and mobilize for further deploying the financing and business models developed in the project.					x	x	NHT, RISE
Deliver training to demonstrate and translate the knowledge from the I4H results to local/regional stakeholders who will take on the SCI package.					x	x	NHT, RISE
Organize workshops on the development and implementation of the franchising model by social					x	x	NHT, RISE

enterprises to enhance their understanding of the SCI package upside and empowering them to enhance value creation to their local communities.							
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ANNEX 3 – Brand identity resources

1. Logo and social media variants



2. Brand guidelines

Logo Usage:

The logo can be used on various documents. Transparent versions of the logo can be used when necessary.

Logo Colours:

The logo features two colours:

Pastel Green: Hex code #6EEB83

Eastern Blue: Hex code #2189A2

Typography:

The recommended font type for the project is Typold Bold. When editing PowerPoint slides, make sure to install the following fonts on your local computer:

The Northern Block Ltd - Typold Regular.otf

The Northern Block Ltd - Typold Medium.otf

The Northern Block Ltd - Typold Bold.otf

By following these brand guidelines, we can ensure consistent and cohesive use of the logo and typography, maintaining a unified visual identity for the project.

3. Project brochure



4. Flyer



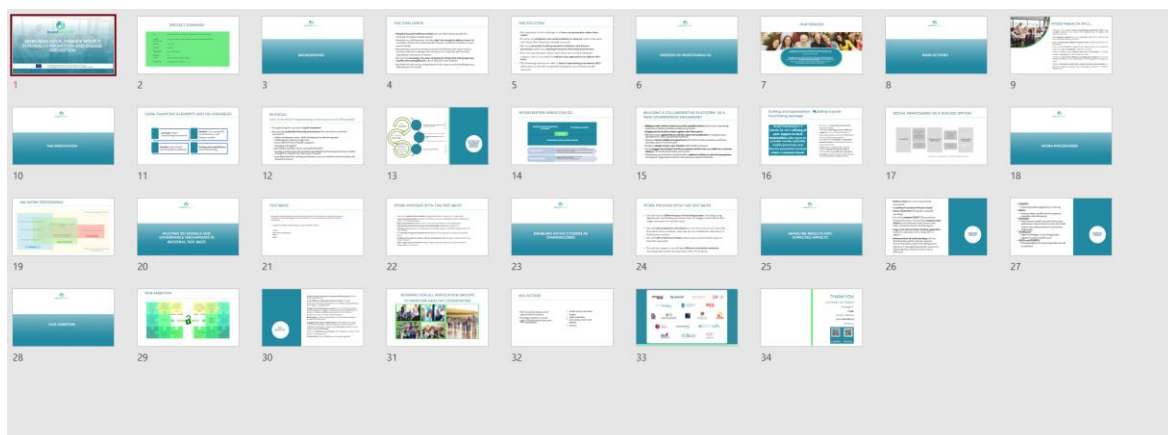
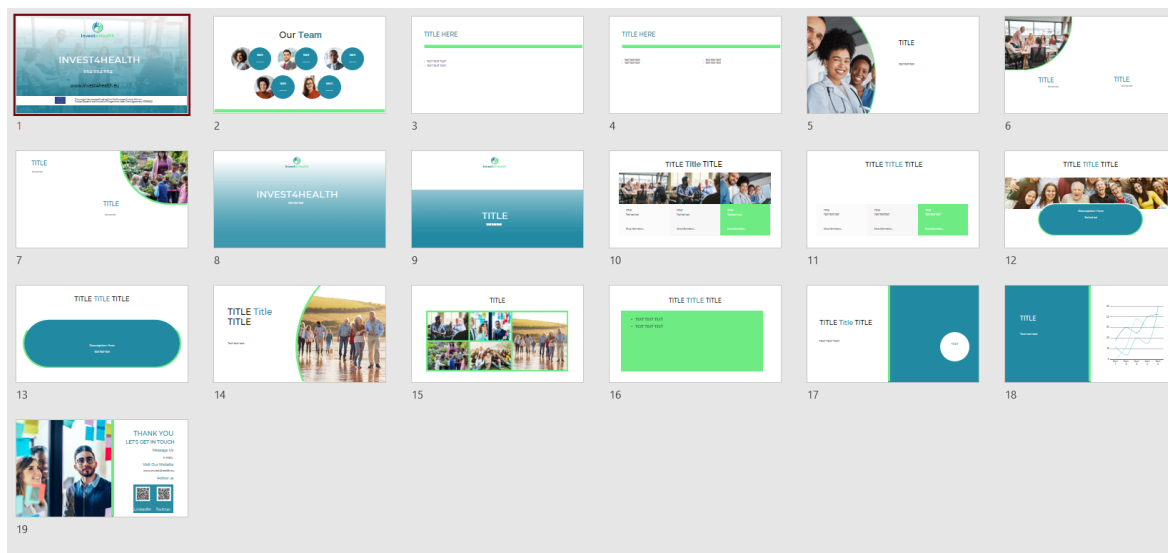
5. Editable flyer template



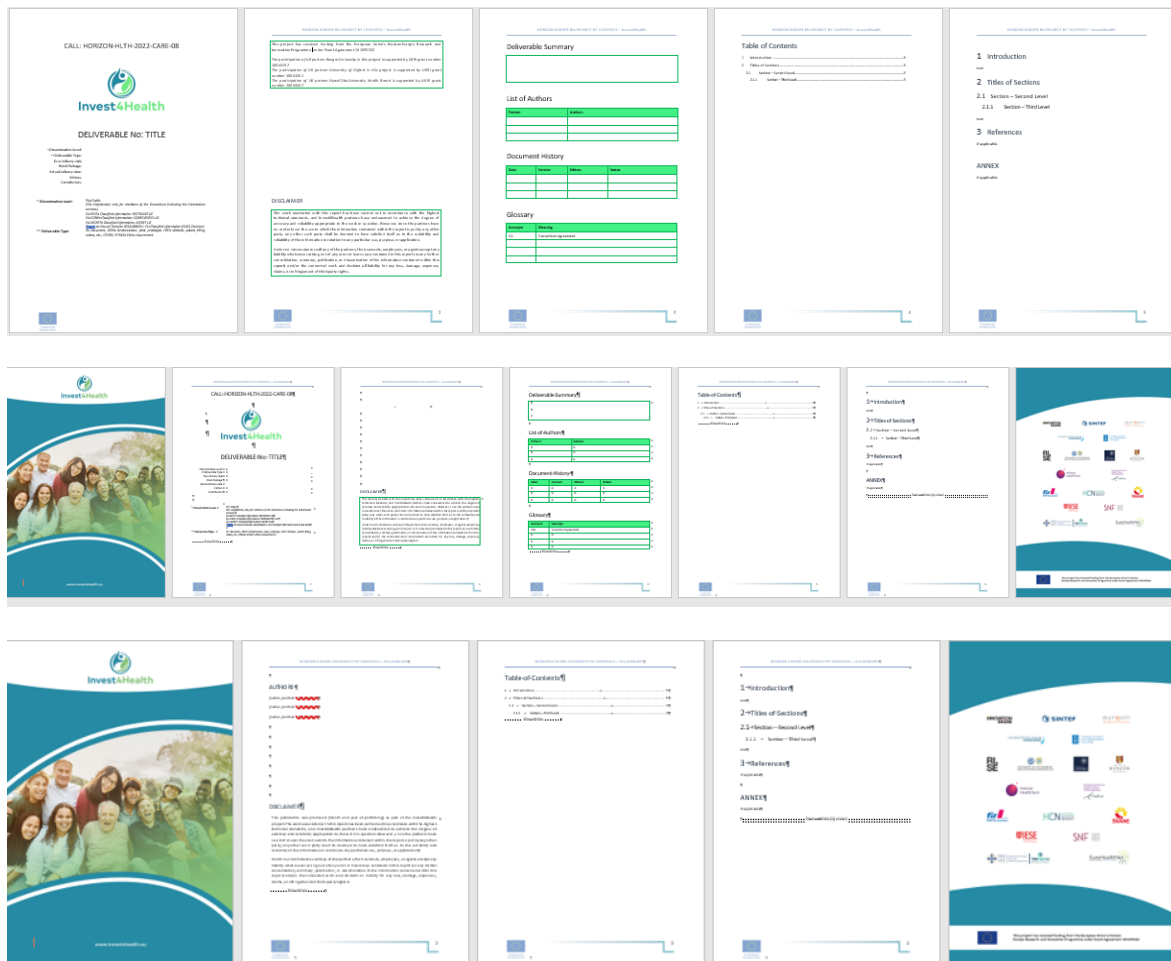
6. Roll-up banner design



7. PowerPoint template/Overview presentation



8. Word templates



9. Social media accounts

