DELIVERABLE D6.1: STAKEHOLDER MAPPING

CREIAMO PROJECT

CIRCULAR ECONOMY IN OLIVE OIL AND WINE SECTORS.

VALORISATION OF BY-PRODUCTS AND RESIDUES THROUGH INNOVATIVE PROCESSES AND NEW BUSINESS MODELS **(2019-2021)**

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The project is being implemented by the following partners:

Coordinator Beneficiary	
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Associated beneficiaries	
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CREIAMO Project - Circular economy in olive oil and wine sectors. Valorization of by-products and residues through innovative processes and new business models

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EXECUTIVE SUMMARY

The present report (Deliverable D6.1) is part of Action WP6 "Communication and dissemination" of the project "Circular economy in olive oil and wine sectors. Valorisation of by-products and residues through innovative processes and new business models (CREIAMO)".

Broadly defined, stakeholders are entities who have an interest in the successful implementation of a project, or may have influence on the project progress and completion. The objective of this document is to describe CREIAMO project's stakeholder mapping and its applicability in the project. Stakeholder mapping helps to better understand the key stakeholders in the system, their needs and benefits the project can offer them, and whereby to start building the community which would ensure greater acceptance and wider applicability of the project results. Accordingly, the main objectives of the Stakeholder Mapping Report are:

- to define the stakeholder mapping methodology which would allow to identify relevant stakeholders with interest in and influence over the project results;
- to specify primary and secondary target groups, and seek to represent stakeholders from all these groups;
- to identify the first list of relevant stakeholders which can be enriched during the project lifetime;
- to define needs and key value propositions for all stakeholder categories which will be used for further communication and engagement activities.

The stakeholder mapping in CREIAMO project identified six broad categories of core stakeholders:

- wine and olive oil companies operating in the Lombardia Region;
- local and regional authorities and national bodies;
- scientific and industrial community (universities, professional associations, associated SMEs, research centers);
- collective bodies (e.g. associations, federations, organizations) and media at local level;
- companies which industrial symbiosis can be implemented with;
- companies interested in the use of biosurfactants.

1 INTRODUCTION

The objective of CREIAMO project is to boost the creation of new destinations for residues originated by olive oil and wine production, new options for their economic valorisation and new business models to increase the competitiveness of companies operating in the Lombardia Region.

Specifically, the main original elements of this project consist of:

- Valorization of winery and olive oil residues through innovative processes, which involve microbial surface-active agents with high added value.
- The development of a suite of innovative biosurfactant treatment approaches, which allow an efficient and sustainable removal of harmful contaminants using winery and olive oil residues. Key features of the proposed biosurfactant based technologies include the possibility to treat soil contaminated with mixed contaminants using the aforementioned by-products as substrates;
- The multidisciplinary approach. The project takes profits from the multi- and interdisciplinary approach of the research network. The scientists involved in the research teams are expert in the fields of environmental engineering, chemistry and microbiology and are already collaborating in research projects dealing with the remediation of contaminated sites.

In particular, WP6 “Communication and Dissemination” will define and implement the strategy for the dissemination and exploitation of the results in order to increase the project’s impact on local, national and European level. The specific objectives are as follows:

- To communicate the objectives of the project and its results to relevant stakeholders, with special attention to companies and decision makers;
- To disseminate the progress made in the project to national and European networks events, in which scientists, practitioners and companies share experiences in the field of circular economy;
- To identify potentials for further collaboration projects;
- To plan and implement the exploitation of the project´s outcomes;
- To approach the market by implementing innovative business models.

WP6 is divided into three tasks each resulting in a deliverable (Table 1). The present document represents deliverable D6.1 “Stakeholder mapping”, which includes the processes required to identify the people, groups and organizations that could affect or be affected by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate strategies and tactics for effectively engaging

stakeholders in a manner appropriate to the stakeholders' interest and involvement in the project. The Stakeholder Management Plan helps ensure that stakeholders are effectively involved in project decisions and execution throughout the lifecycle of the project, to gain support for the project and anticipate resistance, conflict, or competing objectives among the project's stakeholders.

Table 1. Tasks of WP6

No.	Task	Leader	Timing	Deliverable
6.1	Project website and logo	UniBs	M1-M6	D6.1: Stakeholders mapping D6.2: Project logo and visual identity D6.3: Communication tools development D6.4: Project website
6.2	Management of appropriate social platforms, biannual (every 6 months) e-newsletter disseminated amongst the partners, companies and relevant stakeholders	UniBs	M1-M24	D6.5: Dissemination plan D6.6: Social media D6.7: Newsletter
6.3	Promotional materials (leaflets, brochures of partners, roll-up, poster, project reports) and publications to inform about the project, offered services, organized activities and results and outreach activities	UniBs	M1-M24	D6.8: Publications D6.9: Project Information Sessions and Final Conference

2 PROJECT DESCRIPTION

Applying the principles of circular economy to agriculture is a very important contemporary issue on the international political and economic agenda.[1] Wine production and olive production are currently two of the most important agricultural activities in the world.[2]

The olive oil and wine industries generate large amounts of by-products rich in bioactive compounds that can be used in food, pharmaceutical, cosmetic, nutraceutical and energy industries. The main objective of this project is to boost the creation of new destinations for residues originated by olive oil and wine production, new options for their economic valorisation and new business models to increase the competitiveness of companies operating in the Lombardia Region.

The project will operate on different eco-innovation strategies:

- process and product eco-innovation. A further alternative for the exploitation of waste from the production of wine and olive oil will be studied. The presence of lipids, carbohydrates, phenolic compounds, organic acids, tannins, pectins and minerals makes these residues potentially usable for producing biosurfactants. Biosurfactants produced by microorganisms (bacteria, fungi, and yeast) are found to have a wide range of applications in environmental protection, which include enhancing oil recovery, controlling oil spills, biodegradation, and detoxification of oil-contaminated industrial effluents and soils. In our project, the produced biosurfactants will be used to treat contaminated soil, which represents a main environmental issue.
- Systemic eco-innovation through industrial symbiosis (IS). The fundamental principle of IS is the sharing of resources (materials, energy, water and by-products) between traditionally separate industries to create mutual economic and environmental benefits. In this way companies achieve at the same time economic, environmental, and social advantages. The present project aims at creating a symbiosis network with the idea of the active participation of both SMEs and local stakeholders in the Lombardia region. The goals will be: provide a methodology and a tool for industrial symbiosis implementation in this case at regional scale, implement a IS Platform as a support to SMEs to individuate symbiosis opportunities in the region.

[1] Donia E., Mineo A.M., Sgroi F. (2018) 'A methodological approach for assessing businness investments in renewable resources from a circular economy perspective', Land Use Policy, accepted, in press.

[2] Barba F.J. et al. (2016) 'Green alternative methods for the extraction of antioxidant bioactive compounds from winery wastes and by-products: A review', Trends in Food Science & Technology, 49, 96-109.

The general aim of the project, which is to contribute to the reuse and valorization of residues and wastes from the olive oil and wine production chains, perfectly fits with the circular economy approach, which must either produce no negative impact or turn it into a positive input in other activity. This general aim will be pursued by the achievement of four main Specific Objectives (SO):

- Development of a new biological strategy to produce biosurfactants using wastes derived from the oil and wine production (WP2);
- Definition of the operating procedures to use the biosurfactants for the remediation of contaminated soil (WP3);
- Assessment of the impact of the processes and products through LCA studies (WP4);
- Promotion of cross-sectorial synergies among the companies (WP5).

The expected results of the project are:

- The isolation of at least two bacterial strains able to produce biosurfactants using the organic compounds present in the residues as substrates;
- The production of at least two novel biosurfactants with the required level of yield and purity to be efficiently used in soil remediation;
- The design of a new procedure for remediating contaminated soil by the mean of biosurfactat enhanced processes;
- The identification of the potential benefits in terms of impact coming from the entire life cycle of the new products as compared to conventional products and processes;
- Increase of the cooperation between companies through the sharing of resources (materials, water, energy, competences, etc.) via industrial symbiosis implementation. This will lead to both economic and environmental benefits with competitiveness increase for companies.

The methodology of the CREIAMO project is shown in the Figure 1.

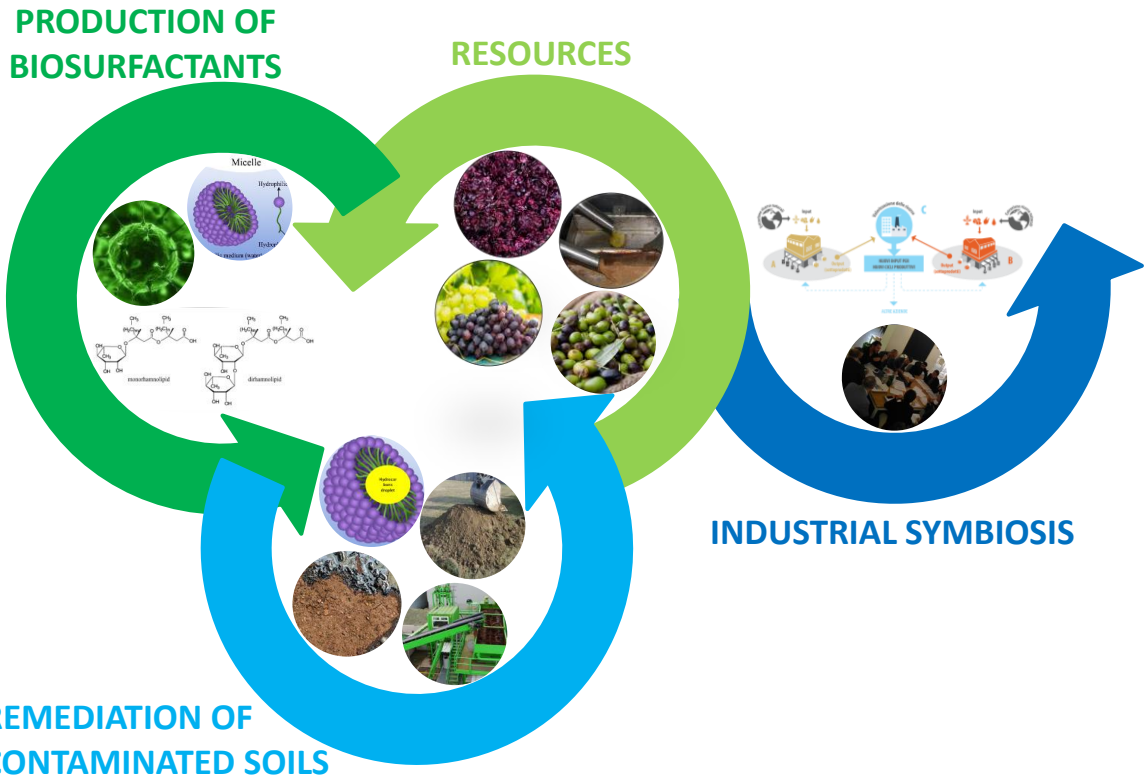

Figure 1. Methodology of the CREIAMO project

3 RELATION TO OTHER DELIVERABLES AND TASKS

The Stakeholder Mapping Report is a stand-alone document, which explains the CREIAMO approach to stakeholder mapping and engagement and provides the initial list of the main categories of stakeholders mapped and the format which will be used to create the stakeholders' database. The partners will create a first list of stakeholders, which will be continuously revised: new contacts will be added as a result of various communication and engagement activities, as well as meeting with companies, workshops, etc.
Figure 2 summarises the interaction between stakeholder mapping and the two main WPs of the project which it is related with.

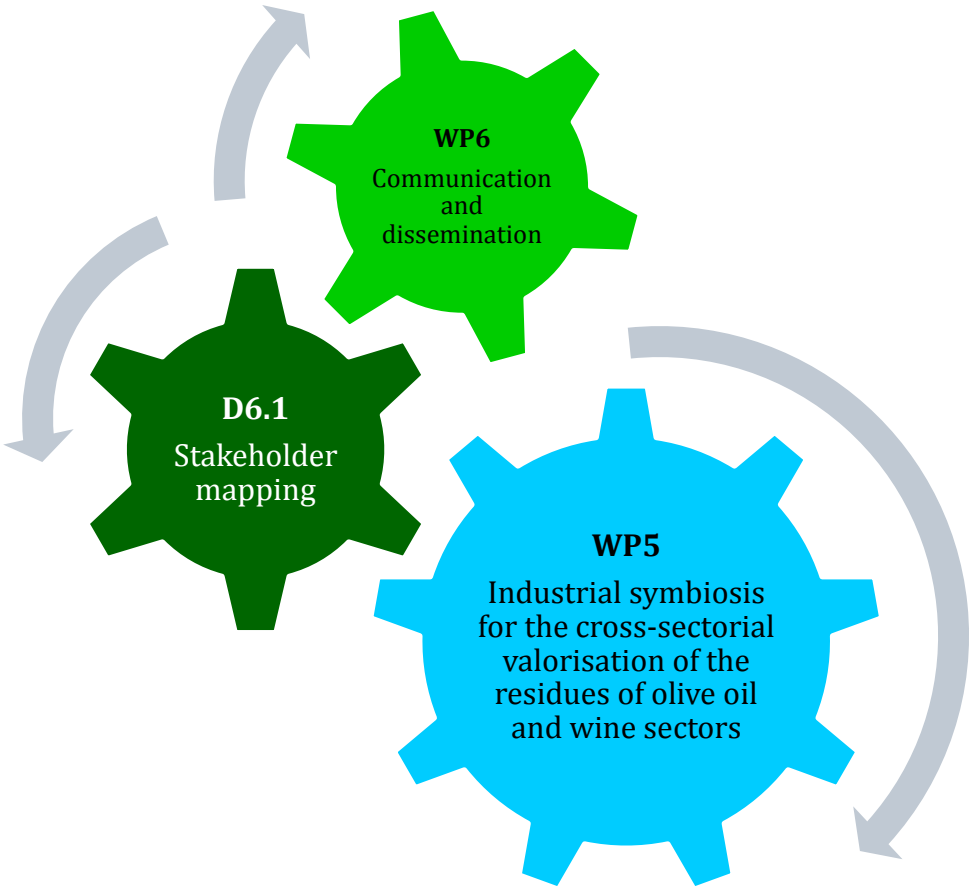

Figure 2. Relation of D6.1 with other WP

4 THE IMPORTANCE OF STAKEHOLDERS AND THE APPROACH

The stakeholders have the power to make decisions and address the policy in the valorization of by products and residues originated by olive oil and wine production through innovative processes and industrial symbiosis implementation at regional scale.
They can provide opinions, solutions, expertise, that have an impact on the development of technical and policy recommendations.
A proper stakeholder analysis and mapping allows to identify and gather their interests, attitude, knowledge, so that we can identify the relevant stakeholders that represent the target audience for the CREIAMO project.
The activities start with the identification of those individuals/entities who should be informed about the project (target audience):

- Stakeholders: companies, associated SMEs, industrial parks/districts, municipalities/regions/public authorities, industrial associations, start-ups, national clusters, etc.
- Other third parties: environmental authorities, environmental consultancy companies, professional associations, technological platforms, universities and research centres.

The CREIAMO project mainly looks at dominant and dependent stakeholders working in the key sectors, but also at discretionary and dormant stakeholders that can be affected by the project- or have an interest in its results.
The potential stakeholders belong to different communities (knowledge systems, industries and private bodies, political systems, society) and obviously have different needs, views and perspectives. The analysis will be focused on most relevant stakeholders that represent the key sectors for the CREIAMO project, being aware that the analysis can be adjusted during the project duration.
Therefore, the stakeholders will be involved in the project at different extent (involved, consulted, keep informed and positive) and some of them will be conveyed to be active part in the project. The key objectives are:

- Raise awareness of the project existence;
- Give accurate and timely information about the project (progress and results);
- Encourage the participation of target audience;
- Permitting discussion on issues relevant for the project;
- Foster the use of the project outcomes.

The presence of all the key stakeholders will allow to map resources and priorities, to analyse current and future bottlenecks, as well as to implement strategies, solutions and

best practices in this field.

5 ANALYSIS OF STAKEHOLDERS

Stakeholder Analysis (SA) is a methodology used to facilitate institutional and policy reform processes by accounting for and often incorporating the needs of those who have a 'stake' or an interest in the reforms under consideration. With information on stakeholders, their interests, and their capacity to oppose reform, reform advocates can choose how to best accommodate them, thus assuring policies adopted are politically realistic and sustainable.
Although Stakeholder Analysis originated from the business sciences, it has evolved into a field that now incorporates economics, political science, game and decision theory, and environmental sciences. Current models of SA apply a variety of tools on both qualitative and quantitative data to understand stakeholders, their positions, influence with other groups, and their interest in a particular reform. In addition, it provides an idea of the impact of reform on political and social forces, illuminates the divergent viewpoints towards proposed reforms and the potential power struggles among groups and individuals, and helps identify potential strategies for negotiating with opposing stakeholders.

5.1 Definition of stakeholders

The international standard providing guidance on social responsibility, called ISO 26000, defines a stakeholder as an "individual or group that has an interest in any decision or activity of an organization."
Stakeholders may include:

- Suppliers;
- Internal staff, such as employees and workers;
- Members;
- Customers, including shareholders, investors, and consumers;
- Regulators;
- Local and regional communities.

Additionally, stakeholders may include purchasers, clients, owners, and non-governmental organizations (NGOs).
A distinction can also be drawn between primary and secondary stakeholders.
The term "primary stakeholders" is usually applied to those actors who are directly

affected by the project, either as designated project beneficiaries, or because they stand to gain (or lose) power, economic resources and privilege, or because they are negatively affected by the project in some other way, for instance if they have to be resettled.
Secondary stakeholders are actors whose involvement in the programme is only indirect or temporary, as is the case – for instance – with intermediary service organizations.
Stakeholder groups are also classified as internal (project manager, project team, etc.), connected (customers, suppliers, competitors, etc.) and external (media, government, etc.) as shown in Figure 3.

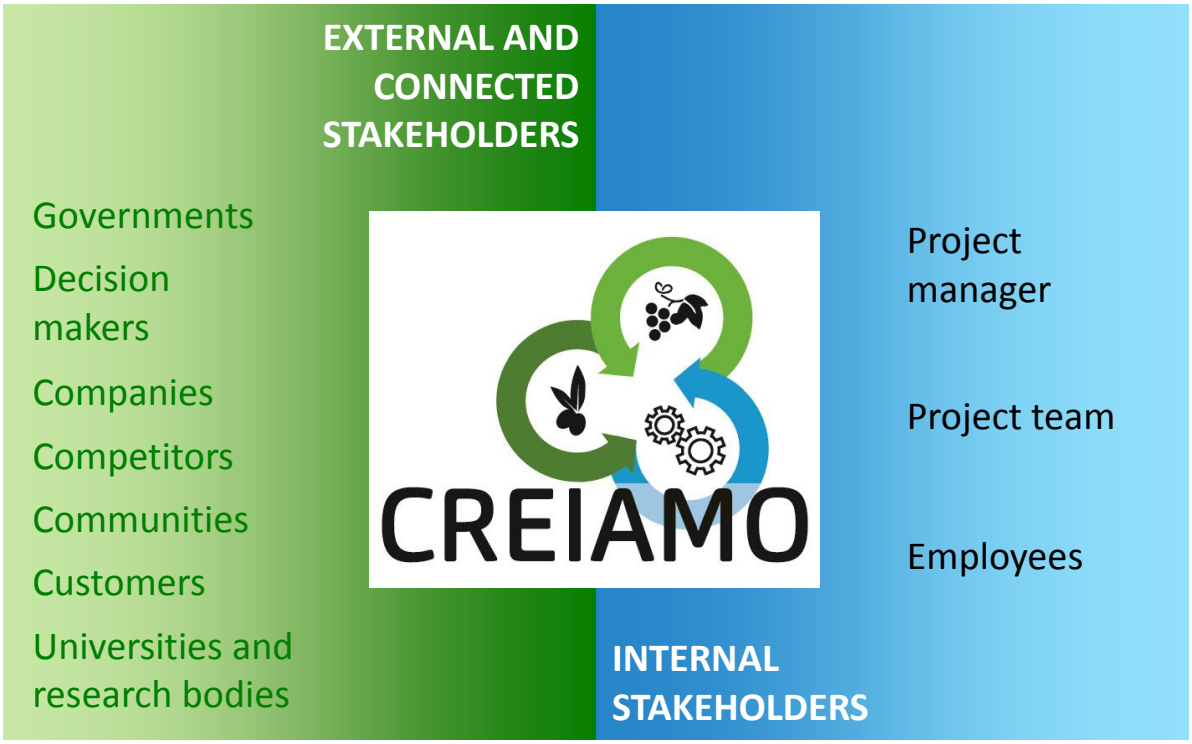

Figure 3. Internal and external stakeholders

In order to identify who a stakeholder might be, ISO 26000 clause 5.3.2 suggests that the project partners should ask the following questions:

- To whom does the project partners have legal obligations?
- Who might be positively or negatively affected by the decisions or activities of the project?
- Who is likely to express concerns about the decisions and activities of the project?
- Who has been involved in the past when similar concerns needed to be addressed?
- Who can help the project partners address specific impacts?

- Who can affect the project partners' ability to meet its responsibilities?
- Who would be disadvantaged if excluded from the engagement?
- Who in the value chain is affected?

The answer to any one of these questions may determine if an individual or group is a stakeholder.

5.2 Stakeholder mapping methodology

The stakeholder mapping process aims to identify which stakeholders need to be engaged, in order to achieve the highest impact for the project. The stakeholders' selection is based on the content, the expected results and the impacts of the project, as well as the available resources, the objectives of the engagement, and the willingness or the ability of the stakeholders to engage and to be involved to the project.

It is noted that the participant selection strongly determines the results of an engagement process. Stakeholder mapping is a collaborative process of research, debate, and discussion that draws from multiple perspectives to determine a key list of stakeholders across the entire stakeholder spectrum.

Mapping can be categorized into three phases, which are presented in Figure 4:

- To identify all potential stakeholders;
- To assess and prioritise the stakeholders;
- To develop and understand stakeholders.

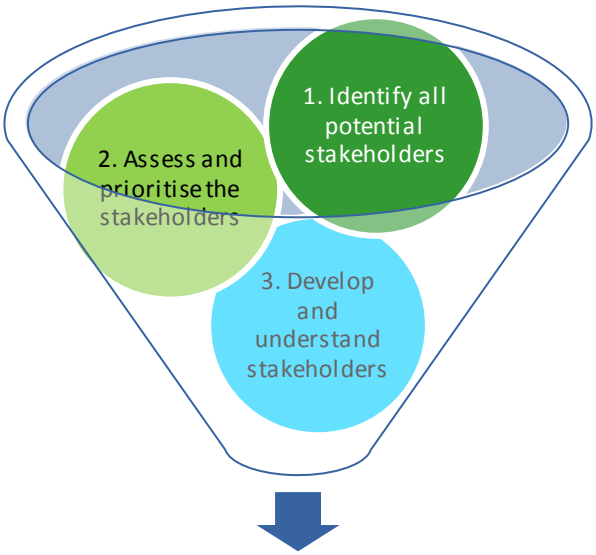

Figure 4. Stakeholder mapping methodology

The Stakeholder Management Plan includes several sections:

- Identify Stakeholders: to identify by name and title the people, groups, and organizations that have significant influence on project direction and its success or who are significantly impacted by the project.
- Plan Stakeholder Management: to identify the strategies and mechanisms that will be used to achieve the greatest support of stakeholders and minimize resistance.
- Manage Stakeholder Engagement: to outline the processes and steps that will be undertaken to carry out the planned strategies.
- Control Stakeholder Engagement: to describe the methods that will be used to monitor stakeholder engagement and alert the project team if problems are surfacing.

5.2.1 Stage1: Stakeholders identification

During the identification stage, the project team will identify stakeholders which may be able not only to contribute to the project but also to motivate them to become involved. In order to identify all the interested parties, it is essential to identify all people, or group of people who may affect or/and can affect, or/and may have an interest in the project. Stakeholder's involvements in the identification process itself is also sought with the purpose of defining and refining the scope of the issues being considered, and provides more-comprehensive information about who might have a stake in those issues.

CREIAMO project identified those individuals/entities who should be informed about the project (target audience):

- Stakeholders: companies, associated SMEs, industrial parks/districts, municipalities/regions/public authorities, industrial associations, start-ups, national clusters, etc.
- Other third parties: environmental authorities, environmental consultancy companies, professional associations, technological platforms, universities and research centres.

Methods used to contact the stakeholders:

- Promotional materials and documents: leaflets, flyers, roll-ups, posters, project reports, etc.
- Digital and multimedia materials: CREIAMO web site, informational and promotional video(s), presentations
- Website news and articles:
    - News on: CREIAMO website, other projects websites, thematic sites, partners'

websites
  - Articles on external thematic web sites
  - Information spread through other associations and groups
  - Scientific publications
- Emails: dedicated CREIAMO newsletter and partners' newsletter to spread periodic news around the project and key issues
- Events: Presentations at national and international conferences/events
- Social media: Facebook, Twitter and LinkedIn

An initial list of the groups of stakeholders that are considered to be relevant to the project is presented as follows:

- Companies involved in the field of olive oil and wine sector.
- Companies interested in implementing industrial symbiosis.
- Companies interested in the use of bioactive molecules obtained by the treatment of by-products generated during the olive oil and wine production process.
- International organizations: NGOs, platforms, initiatives and networks.
- Academic bodies, research institutes in the fields of environmental, engineering, and microbiology.
- Municipalities/regions/public authorities.
- Local NGOs and Civil Society Organizations.

Table 2 presents the necessary details of the identified CREIAMO stakeholder groups, reasons to involved them and reasons why they might be willing to be engaged into the project.

5.2.2 Stage 2: Assess, analyse and prioritise stakeholders

The second stage of the stakeholder mapping process includes the assessment and analysis of stakeholders in order to prioritise them in relation to the necessity for their engagement. It has been noted that it is not necessary to engage each stakeholder or group of stakeholders in the same level, or at the same time of the project, while the same stakeholder may be engaged through different ways at the various stages of the project implementation. In order to determine the stakeholders who can contribute and who will be affected by the project, and therefore critical to involve, it is important to take into account the relevance of stakeholders.

The identification of stakeholders may result in a complex list of people and organisations that the project team may never have capacity to engage fully with. Therefore, it is also considered necessary to identify their interests and roles in relation to the project and to prioritise them according to their importance to, and influence over, the project.

Table 2. Identified CREIAMO stakeholder groups. Reasons for their engagement and their interest/benefits

Stakeholder group	Reasons to involve stakeholder	Interest/benefits
Companies	Awareness raising Evalutation & approval of project outputs	Opportunity to develop better solution for the waste Economic benefits
International organizations	Evalutation & approval of project outputs Foster dissemination of results and adoption of policies	Enrich database of experience and best practices on the issue. Exploitation of results for the improvement of policy.
Academic bodies Research institutes Universities	Provision of access to relevant research results Foster research Sharing scientific expertise and provision of advise Evaluation & approval of project outputs Networking	Publications New research opportunities Potential collaboration Networking
Municipalities Regions Public authorities	Adoption & replication of project outpts Involvement of companies Foster dissemination of results Awareness raising	Enhancing sustainability & profile Increasing awareness Founding opportunities
Local organisations	Evaluation and approval of project outputs Foster dissemination and adoption of project results Better networking with organizations and link to individuals	Increased local publicity through engagement Interest in using the new methodology

Stakeholders are plotted based on whether they have a high/low interest in, and high/low influence on, the project. Each of the four levels (Figure 5) represents a level of engagement, ranging from the lowest level ('inform'), through the middle levels ('consult' and 'involve') to the highest level ('collaborate'), as reported in Figure 6:

- Collaborate (high interest – high influence): Stakeholders represented in this box are those with which it is likely to be most beneficial for the project to engage. They are identified as potential suppliers of relevant information, permissions and resources, or may be significantly impacted by the final project outcomes.
- Involve: Stakeholders represented in this box are highly influential, but have little interest in the project or low capacity and or resources to engage. As a result, they may

have significant influence over the success of the project, but may be difficult to engage throughout the project process. To address this issue, particular efforts may be necessary to engage this group in the project and therefore the efforts should initiate as early as possible in the project process.

- Consult: Stakeholders represented in this box are those that may have high interest but low influence in the project and although by definition they could support the project, they lack the capacity to significantly contribute to the project and produce beneficial impact. Nevertheless, they may prove particularly useful by forming alliances with other more influential stakeholders. These are often the marginal stakeholders which are usually 'hard to reach', and that might require special attention to ensure their engagement and to empower them to equally engage in the project process with more influential stakeholders.
- Inform: Stakeholders represented in this box are those who may have little interest in or influence over project outcomes. In general, there is less need to consider them in much detail or to realize particular efforts to engage with them when the project resources are limited.

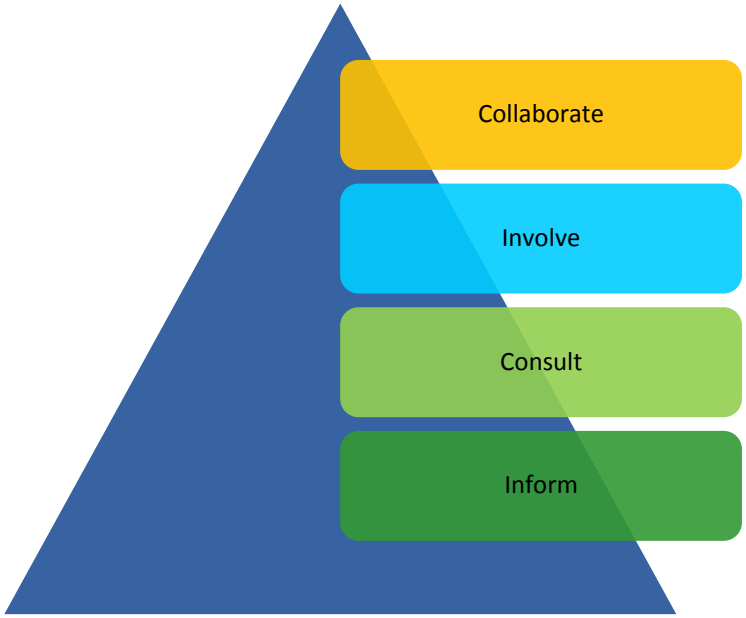

Figure 5. Level of stakeholder engagement

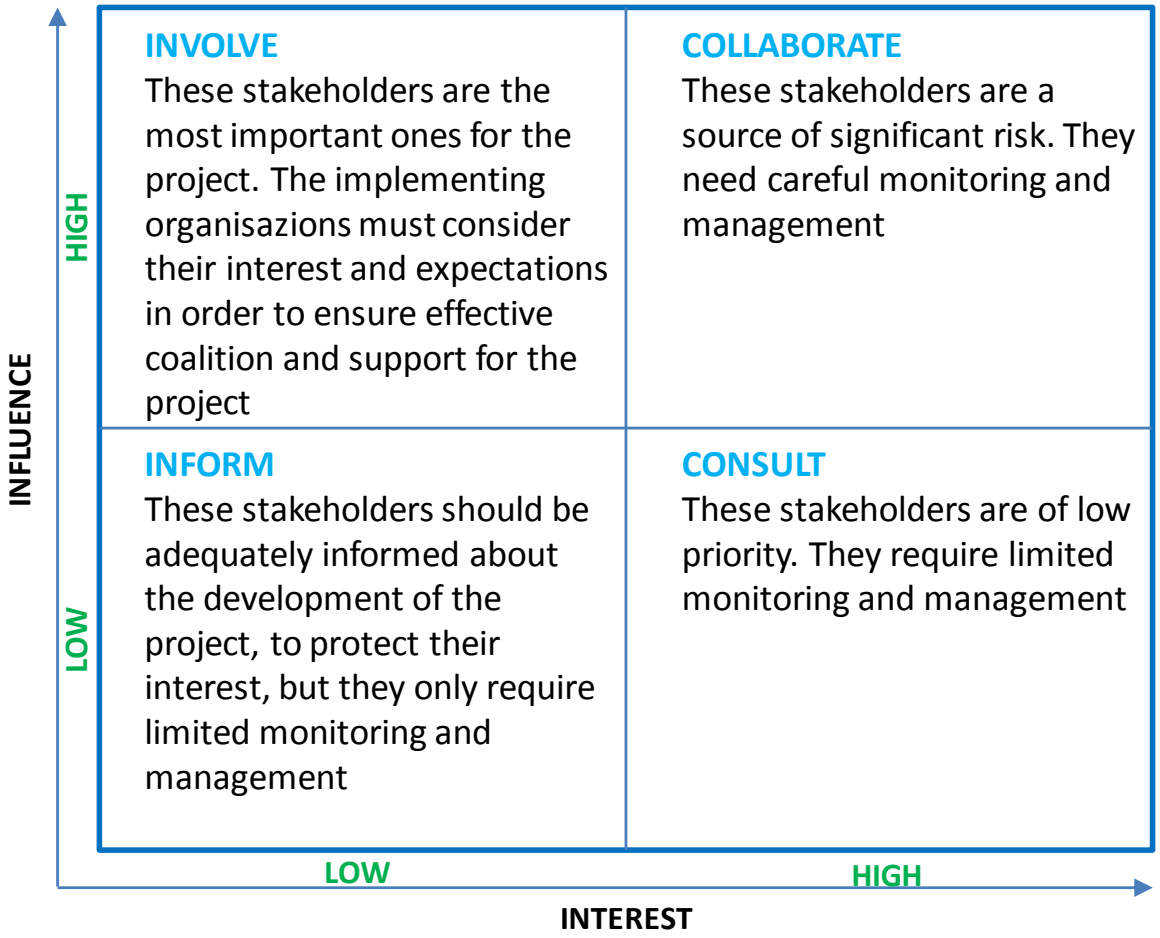

Figure 6. Plotting stakeholder influence against interest

Figure 7 shows the CREIAMO potential stakeholders classified according to their influence against interest matrix.

A summary of the potential benefits arising from stakeholder engagement in the project according to their level of engagement in the project is presented in the Table 3

Table 3.

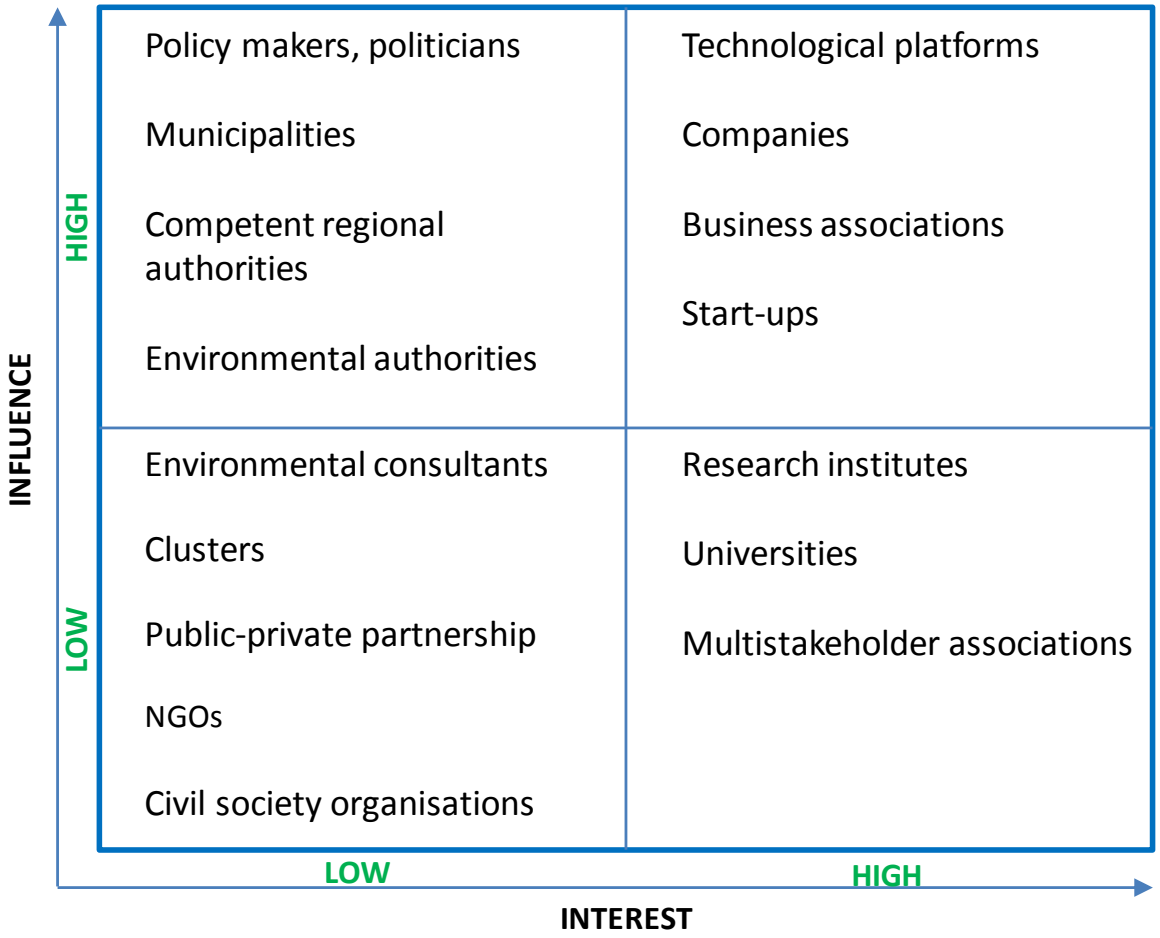

Figure 7. CREIAMO stakeholder influence against interest

Table 3. Summary of potential benefits from stakeholder engagement in the project

Benefits of Engagement	Level of engagement			
	Inform	Consult	Involve	Collaborate
Benefits to research teams	Higher profile and enhanced reputation Useful contacts for future engagement Improved dissemination of results Enhanced impact of research Increased support for the research	Improved changes of funding success Better knowledge Opportunities for learning Better quality data	More resources provided Potential to improve methodology	Improved research questions Better analysis Increased potential to leave a legacy
Benefits to stakeholders	Opportunities for learning Better access to knowledge Improved decision making Improced policies	Access to better technologies Business opportunities Sense of inclusion and involvement	Opportunities to be obtain economic and environmental benefits	Opportunities to influence or drive research A sense of ownership
Benefits to wider society	Better knowledge applied in policy and practice Reduced barriers between science and society	Improved trust and respect Access to opportunities	Better evidence	Shared responsibilities and decision making More relevant and more inclusive research

5.2.3 Stage 3: Understanding Stakeholders

This is the final step that follows stakeholder analysis. In the engagement process it is also helpful to try understanding relationships between stakeholders. The stakeholders could also be consulted for their views on the stakeholder mapping process (when appropriate) to ensure they agree with the view of the project team. The latter may also prove to be an effective method for establishing an open and transparent relationship.

Table 4 depicts the current situation as identified by the project partners with respect to the stakeholders' willingness to engage and the respective need for the project team to increase engagement efforts.

Table 4. Identified CREIAMO stakeholder groups' willingness to engage and need to increase efforts

Stakeholder group	Willingness to engage	Need to increase efforts
Companies operating in the wine and oil sector	High	Medium
Companies interested in implementing industrial symbiosis	High	High
Local and regional authorities	Low	High
Local NGOs and Civil Society Organitations.	Low	Low
Companies interested in the use of biosurfactant	High	Medium
Scientific community (research institutions)	Medium	Medium
International organizations, NGOs, platforms, initiatives and networks, policy groups	Medium	Low

The table, used to understand stakeholders, will be reviewed periodically throughout the project duration for a number of reasons, including:

- stakeholders may wish greater involvement at different stages of the project to those originally identified by the project team;
- new stakeholder groups may also state their willingness to be involved;
- a need may arise for engaging stakeholders over subject matter or issues that were not foreseen at the project start;

- there may be a shift in the direction of the project or its outcomes which should be communicated.

This analysis process aims at indicating the varying levels of engagement required throughout the project. The appropriate stages where engagement should take place, the types of appropriate engagement activities and any potential barrier inhibiting engagement, become clearer by developing a better understanding of the stakeholders.

Table 5 presents the communication techniques selected according to each stakeholder group.

In Table 6 the type of stakeholder involvement is described and the selected means of involvement are presented per project action and stakeholder group.

Table 5. Selected communication techniques according to each stakeholder group

Participation technique	Companies operating in the wine and oil sector	Companies interested in implementing industrial symbiosis	Local and regional authorities	Local NGOs and Civil Society Organisations	Companies interested in the use of biosurfactant	Scientific community (research institutions)	International organizations, NGOs, platforms, initiatives and networks, etc.
Informative material	X	X	X	X	X	X	X
Scientific reports					X	X	
Website	X	X	X	X	X	X	X
Projects events	X	X	X	X	X	X	X
Workshops	X	X	X		X	X	
Social networks	X	X	X	X	X	X	X

Table 6. Stakeholder involvement and means of involvement for projection action and stakeholder group

Project action	Stakeholder groups	Description of involvement	Means
Action WP2 "Development of a new biological strategy to produce biosurfactants using wastes derived from the oil and wine production"	Scientists involved in the research teams are expert in the fields of environmental engineering, chemistry and microbiology. Companies operating in the wine and oil sector.	Promote transfer and replication of the proposed methodologies	Scientific publications Posters Conference Meeting Email
Action WP3 "Definition of the operating procedures to use the biosurfactants for the remediation of contaminated soil"	Scientists involved in the research teams are expert in the fields of environmental engineering, chemistry and microbiology. Local and regional authorities. Local, NGOs and Civil Society Organisations		Scientific publications Posters Conference Meeting Reports
Action WP4 "Assessment of the impact of the processes and products through LCA studies"	Companies operating in the wine and oil sector Companies with which you can implement industrial symbiosis	Check the proposed adaptation measure and make suggestions for enhancing the adaptation strategy	Datasheet Reports
Action WP5 "Promotion of cross-sectorial synergies among the companies"	Companies operating in the wine and oil sector Companies with which you can implement industrial symbiosis local and regional associations	Involvement of companies	Meeting Guidelines Email Datasheet
Action WP6 "Communication and dissemination"	Companies operating in the wine and oil sector Local and regional authorities Local, NGOs and Civil Society Organisations Companies engaged in the use of biosurfactant Scientific community (research institutions) International organizations, NGOs, platforms, initiatives and networks, policy groups	Networking Foster dissemination of project results Promote transfer and replication of the proposed methodologies National and European networks events	Newsletter Email Posters Scientific publications Conference Leaflets Social media

5.3 Information material and communication tools

The following information material and communication tools will be used to inform, consult and involve stakeholders:

- Leaflets: The leaflets shall provide information on the project objectives and its findings and will be distributed to the audience of the events, the demonstration events and scientific conference that will be organized by the project team as well as to any other event that the project team may participate at.
- Roll-ups: Roll-ups will be produced through the implementation of the project. The roll-ups will be used at the meetings.
- Technical publications/presentations: The project findings will also be disseminated through publications in national and international scientific journals.
- Posters: During the implementation of the project posters will be presented in occasion of meetings, workshops, conferences.
- Emails: A project email address will be set up to encourage questions or feedback on the project. The email address will be included on all communication materials provided at information sessions. The email address will also be available from the dedicated project webpage. Periodical newsletter will be sent to the stakeholders of the project to inform about the activities, initiatives, events and findings of the project.
- Website: The website will provide a project overview, project updates, contact details and advice on opportunities for stakeholders to become involved in the project. The webpage content will be reviewed and revised regularly. The CREIAMO website will have an email inquiry service so that people can raise concerns and provide comment on aspects of the project.