



**Transform
Dairy
Net**

Deliverable 5.1

DEC plan agreed by the consortium and ready for use

Updated version

(list of updates summary in Annex 2)



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Deliverable Information Sheet

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¹ Type [1] **R**=Document, report; **DEM**=Demonstrator, pilot, prototype; **DEC**=website, patent fillings, videos, etc.; **OTHER**=other
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List of Acronyms

AKIS	Agricultural Knowledge and Innovation Systems
CA	Consortium Agreement
C	Communication
CCC	Cow-Calf Contact
DEC	Dissemination, Exploitation, and Communication
DEL	Deliverable(s)
D	Dissemination
E	Exploitation
EKIN	European Knowledge and Innovation Network
GA	Grant Agreement
KPI	Key Performance Indicator(s)
LL	Living Lab
M	Month
MA	Multi-actor
NIPs	National Innovation Practice Hubs
NNF	National Network Facilitator
PA	Practice Abstracts
RP	Reporting Period
TDN	TransformDairyNet
TN	Thematic Network
WP	Work package
Tab	Table

Fig	Figure
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1. DEC Plan Introduction

The purpose of the DEC Plan is to serve as a consensus-building, information-sharing, and control instrument for all dissemination, exploitation, and communication (DEC) activities among all partners in the TransformDairyNet (TDN) project.

The DEC Plan outlines the strategy and overall approach. As the project progresses, the DEC plan will be refined, focusing on stakeholder analysis, refining key messages for stakeholders, audiences, and target groups, assessing communication channels, and updating the social media strategy.

This initial DEC plan (D5.1) will be formally ready by month six (M6) after agreement by all TDN partners and will be further updated after 12 months (T5.1).

DEC impact areas:

Dissemination: is the active sharing of project results through any medium to make the knowledge publicly available for free. This ensures that scientists, industry professionals, public authorities, policymakers, and civil society can learn from and benefit from the findings, using them in their work.

Exploitation: focuses on making concrete use of the results for commercial, societal, or political purposes. This is directed towards those who can take the findings forward—such as researchers, industries, public authorities, and policymakers—to invest in or apply them to create further impact.

Communication: involves using strategic and focused actions to promote a project and its outcomes to various audiences, including the public, stakeholders, and the media. It can be a two-way exchange of information, with the aim of engaging society, especially targeted groups, while showcasing how EU funding helps address societal challenges.

- In line with Article 17 of the TDN grant agreement, beneficiaries must promote the project and its results by delivering targeted information to various audiences, including the media and the public, in a strategic, coherent, and effective manner.

2. DEC Objectives

The DEC plan details how the TDN project will achieve its communication, dissemination, and exploitation objectives. It includes a communication strategy supported by an activity plan that is regularly updated to ensure ongoing relevance. The plan focuses on engaging a range of audiences, stakeholders, and target groups with these specific objectives:

- Develop Communication Tools: Design and deploy communication tools tailored to specific audiences and target groups identified through a detailed stakeholder analysis.
- Expand the Project Community: Foster a broad network by connecting with relevant stakeholders through strategic and well-organized dissemination and communication efforts.
- Share Project Outcomes: Distribute project findings through events, workshops, and other activities aimed at promoting knowledge exchange and transfer among various interest groups.

To craft the initial version of the DEC plan, we conducted a network analysis, leveraging the extensive experience of our MA partners. This analysis considered the purpose of DEC activities, the appropriate audiences, key messages, communication methods, timing, and evaluation of the effort's success. Key target groups identified include:

1. Existing and emerging CCC farmers, veterinarians, and advisors.
2. Secondary CCC stakeholders, such as processors, assurance schemes, retailers, breeders, consumers, citizens, and dairy policymakers.
3. Policymakers focused on transforming agricultural systems to meet societal and net-zero goals.

The TDN DEC plan is designed to amplify the project's impact through targeted communication, dissemination, and engagement activities. By developing tailored communication tools, expanding community networks, and sharing project outcomes with diverse stakeholders.

Overall Objectives

- Strategy Development: Establish a comprehensive DEC strategy, action plan, and toolkit for TransformDairyNet. WP5 and WP6 will leverage the project partner network and National Network Facilitators (NNFs) to drive communication efforts across TransformDairyNet, with support from National Innovation Practice Hubs (NIPs) and the European Knowledge and Innovation Network (EKIN) to facilitate the widespread sharing of practical CCC knowledge across Europe and beyond.
- Toolkit Implementation: Populate the toolkit developed in WP5 and ensure its effective dissemination and exploitation to bring CCC practices into widespread use.

Specific Objectives

1. Develop a comprehensive DEC plan.
2. Establish communication, dissemination, and exploitation channels and craft key messages.
3. Create a toolkit specific to TransformDairyNet for communication, dissemination, and exploitation.
4. Populate the tailored DEC toolkit.
5. Disseminate and exploit the project toolkit at both European and national levels.

3. Communication Strategy

Information about the TDN project will be shared through selected social media channels that support the project's communication objectives.

These platforms will engage a broad audience of stakeholders interested in dairy production, agricultural innovation, and EU projects. Partners will provide regular content to the WPs DEC leaders and co-leaders, who will refine and distribute it. Additionally, partners will use their networks to extend the reach of TDN content.

Updates will be posted in English and monitored for effectiveness to ensure the strategy's success. The content will cover project progress, partner activities, and results, and will be scheduled for dissemination when the target audience is most active.

The primary communication channels, website, social media, and newsletter, will be launched by M12 and maintained throughout the project's duration. Social media will be used for frequent updates, driving traffic to dissemination and exploitation materials on the website. A biannual newsletter will offer in-depth updates and highlight technical guides and outcomes. Communication efforts will also target the general public to demonstrate the social, environmental, and ethical impacts of the network, emphasizing the connection between farming systems, dairy production, and consumer purchasing.

In addition to regular updates, the project will support policy review and development by leveraging the insights gained from TransformDairyNet to inform existing and potential policy measures related to the dairy sector (WP3) and other innovative agricultural practices with high societal demand (WP7). These efforts will be directed at both National and European levels. We will provide recommendations for utilizing TransformDairyNet insights to advance food systems toward net zero. The full list of dissemination activities is detailed in Table 1 (KPIs).

4. Target Audience For TDN

TDN will focus on several key target groups to maximize its impact on the adoption and normalization of Cow-Calf Contact (CCC) systems across Europe:

- **Existing CCC Farmers:** These small to medium-scale farms have already adopted CCC practices but face limitations due to insufficient communication channels. TDN will enhance their influence by facilitating knowledge sharing through peer-to-peer learning, video case studies, and dissemination activities. Their participation in National Innovation Practice Hubs (NIPs) and Living Labs will allow them to co-create and refine practical CCC knowledge.
- **Emerging CCC Farmers:** This group is considering CCC practices and is crucial for scaling up adoption. TDN will engage these farmers, offering technical support, peer-to-peer exchanges, and inspiration through case studies. The focus will be on making CCC accessible and encouraging experimentation, with storytelling via podcasts and practical guides to support their transition.
- **Veterinarians and Advisors:** As trusted sources of advice, veterinarians and dairy advisors are vital for the implementation of CCC. TDN will provide detailed technical guidance on housing, feeding, disease control, and milking systems. Through farm visits and case studies, these professionals will deepen their understanding and offer practical support, thus normalizing CCC practices.
- **Breeding Organisations:** Represented in the consortium, these organisations will promote CCC-relevant breeding metrics to support farmers in selecting suitable cows. Their involvement will help normalize and upscale CCC systems.
- **Supply Chain Actors:** Engaging dairy processors, assurance schemes, and retailers is essential for supporting CCC adoption. TDN will share experiences from CCC farms and produce technical reports on assurance standards and consumer behavior. Their involvement in NIPs will inform market-focused activities, promoting CCC products to consumers.
- **Policy Makers:** TDN will target national and European policymakers to advocate for supportive policies for sustainable CCC systems. Reports on effective policy mechanisms and thematic networks will be developed to influence agricultural transformation and pathways to net zero. Engaging visual materials will ensure long-term policy impact.
- **Consumers and Citizens:** Raising awareness among consumers is vital for driving demand for CCC products. TDN will utilize social media and visual materials to educate consumers about CCC farming practices and encourage shifts in purchasing habits, ensuring messaging aligns with the values of animal welfare and sustainable farming.
- **Educators and Future Farmers:** Long-term change in farming practices necessitates educating the next generation. TDN will develop educational materials for agricultural and veterinary educators, ensuring future farmers are equipped with knowledge about CCC systems. Consortium partners will contribute their expertise to maximize the impact of these materials.
- **Scientists and NGOs:** Leveraging the scientific expertise within the consortium, TDN will disseminate findings and generate new knowledge for practical application. This will include publishing research in scientific journals and

presenting at key dairy and sustainability conferences, ensuring the latest CCC innovations reach both the scientific community and practitioners.



Figure 1. From Reach to Impact (image generated by CANVA and ChatGPT)

5. DEC Tools And Channels

5.1. DEC channels

5.1.1. Website (launch by Month 12)

The website will be the central hub for all project activities and resources. It will serve as the main point of access for the latest news, event promotions, and dissemination materials. Delivered in M2, the TransformDairyNet landing page is hosted at <https://transformdairynet.eu/> and in the upcoming months, it will be updated as the project progresses by FVE and REVOLVE.

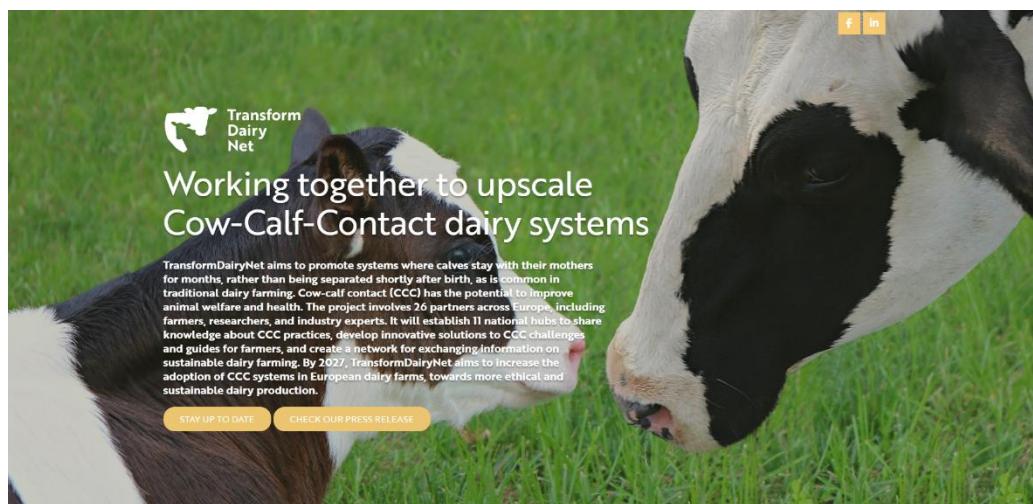


Figure 2. Project's landing page

Throughout late 2024 and early 2025, as content is developed and approved by the consortium, REVOLVE will create and include new pages, including:

- Project Profiles: Detailed information about project partners, their roles, and contributions.
- News Section: Frequent updates on project milestones, Living Lab case studies, and news relevant to CCC practices.
- Event Calendar: Promotion of upcoming webinars, workshops, and cross-exchange visits.
- Knowledge Hub: Hosting fact sheets, practice abstracts, videos, public deliverables and other resources, allowing easy access to project outcomes.

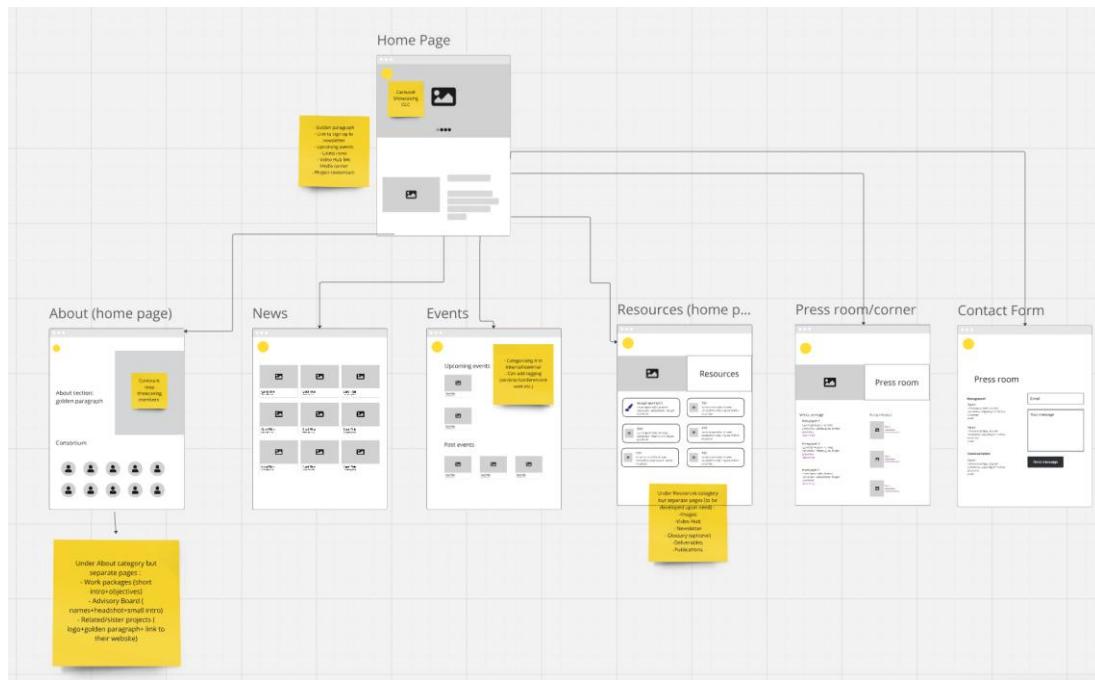


Figure 3. Project sitemap

UPDATE

Update following partner and stakeholder needs: The website has been further developed to respond to feedback and evolving project priorities as much as the initial sitemap. It now includes the sections below:

In the Resource page:

- **Publications** – open-access articles, reports, and scientific papers.
- **Deliverables** – access to public project deliverables in one central place.
- **Video Hub** – a collection of both received and project-produced videos showcasing CCC practices and Living Lab activities.
- **External Resources** – links to relevant information, networks, and resources connected to the project's themes and partners.

A Media Corner

- **Press releases**
- **Newsletters**
- **External media coverage of the project**

These additions strengthen the role of the website as a dynamic communication and dissemination platform, ensuring that both internal stakeholders and the wider public can access up-to-date, relevant, and practical resources on CCC and TransformDairyNet activities.

5.1.1.1. Additional features

5.1.1.1.1. Footer

The footer of the website will appear on all pages and includes:

- Project logo
- The EU emblem and disclaimer
- Contact details for project coordinator and communication coordinator
- An expanded navigation menu
- Links to social media channels.
- Link to the privacy policy

5.1.1.1.2. GDPR

The website is GDPR-compliant, and all visitors and newsletter subscribers can easily access the privacy policy and terms of use. The website will be continuously updated throughout the project duration and is monitored via Google Analytics.

5.1.2. Social Media

TDN will strategically leverage social media platforms to engage a broad range of stakeholders, including farmers, agricultural innovators, and policymakers. These platforms will help disseminate key updates and resources, ensuring the project's results reach the relevant audiences. Information will be shared through the partners' existing networks, with content regularly monitored by DEC leaders for effectiveness. The key platforms were chosen according to survey results where partners, NNFs, and end-users, defined the preferred knowledge resources and dissemination tools in their country and included:

- **Facebook:** Engaging farmers and agricultural communities with success stories, project milestones, videos, and practical tips related to CCC practices. Link to TDN Facebook [HERE](#)
- **LinkedIn:** Sharing research findings, and formal project updates, and fostering professional networking among agricultural experts, policymakers, and research institutions. Link to TDN LinkedIn [HERE](#)
- **YouTube:** A key channel for hosting educational content, such as recorded webinars, virtual farm tours, and case study videos, making the project's innovations accessible to a broader audience. Link to YouTube [HERE](#)

UPDATE:**1. Standard Operating Procedure (SOP) in Case of Bot Attacks on Social Media or Website**

- Following concerns raised by one of the partners regarding previous experiences with bot activity, the DEC team has decided to establish a Standard Operating Procedure (SOP) to safeguard project social media channels and the website. The SOP outlines both preventive measures and response protocols to ensure that dissemination activities remain secure, credible, and effective.
- Preventive Measures:
 - CAPTCHA Implementation: Use CAPTCHAs (e.g., Google reCAPTCHA, hCaptcha) on forms and interactive features to verify human users.
 - Content Filtering: Apply filters to detect and block spammy or malicious content, focusing on keywords, suspicious links, or automated posting patterns.
 - Email Verification: Require email confirmation before allowing account creation, form submissions, or commenting.
- Protective Measures in case of need:
 - Token-Based Security: Use CSRF tokens and one-time session tokens to validate legitimate interactions.
 - Integrate trusted anti-bot services (e.g., Cloudflare, Imperva) to strengthen security.
 - Regularly review and update security settings, conduct log audits to detect anomalies, and patch any vulnerabilities in software or hosting platforms.

By combining these measures, the DEC team ensures a layered defence against bot attacks. This SOP not only minimizes the risk of spam or malicious interference but also protects the credibility of TDN's communication channels and the quality of engagement with stakeholders.

2. Revisions to the social media strategy, reflecting stakeholder feedback, are detailed in the survey results section.**5.1.3. Newsletter (Biannual)**

TDN's biannual newsletter will serve as an in-depth communication tool, summarizing the project's progress, partner activities, and important events. It will also include technical guides on CCC innovations and research findings. The newsletter will be distributed digitally and highlight key results from the project's various work packages.

To receive updates directly, stakeholders and interested parties are encouraged to subscribe to the newsletter on the TDN project website, ensuring they stay informed on all the latest developments. Self-subscription also ensures we are compliant with GDPR requirements.

UPDATE:

Originally planned as two biannual issues, the DEC team has agreed to adopt a more flexible approach. Newsletters will now be produced and disseminated as needed, in alignment with project milestones, key events, and important news relevant to stakeholders. This ensures that communication remains timely, responsive, and impactful, rather than tied to a fixed schedule. While a minimum of two newsletters will be issued per year, additional editions may be released whenever necessary to maximise outreach and visibility.

5.2. DEC tools

5.2.1. TDN visual identity

To establish a unified and easily recognizable brand, the project has developed a **dedicated logo** (see Figure 4) that will feature prominently across all documents, presentations, reports, and dissemination materials. The logo is available in two versions: one featuring a cow with horns and another without, to reflect regional differences. This adaptability ensures cultural relevance across different national contexts.

A consistent visual identity will help TDN stand out to internal and external audiences, creating cohesion across all communication materials. This includes:

Templates: Standardized Microsoft Word and PowerPoint templates, as well as project deliverable formats, will be used for all internal and external documents, ensuring a uniform look.

Branding Alignment: All communication materials, including newsletters, reports, and presentations, will align with the TDN visual identity (see Annex), boosting project visibility and enhancing stakeholder engagement.



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Figure 4. TDN logos

UPDATE:

Based on feedback from partners and to further strengthen recognition, the DEC team has decided to enlarge the visual identity package. In addition to the logo and standard templates, the following elements have been added:

- *Backgrounds for webinars and online meetings*
- *TDN infosheet (one-page introduction to the project)*
- *TDN roll-up banner and brochure for events*
- *Partner map showcasing consortium members*
- *Social Media templates for posts and campaigns*
- *Webinar promotion templates*
- *Project teaser video*
- *Additional supporting visuals as needed*

These tools will ensure that all project activities—whether digital or in-person—are presented under a unified, professional, and engaging identity.

5.2.2. DEC Opinion Survey

As part of the DEC strategy, opinion surveys will be developed and distributed to project partners and end-users via National Network Facilitators (NNFs). These surveys will assess stakeholders' preferred knowledge resources and dissemination tools in each country, ensuring that the project's materials are tailored to the needs and habits of its target audience. This feedback will help refine the project's communication channels and maximize its impact.

UPDATE:

The DEC opinion survey gathered valuable insights from TDN stakeholders, including farmers, veterinarians, researchers, and policymakers, on their preferred communication tools, content formats, and training methods.

These results directly informed the refinement of the TransformDairyNet DEC Plan by highlighting the need for audience-specific strategies. For example, Facebook, podcasts, and farmer interviews were prioritized to better engage farmers, while technical reports and workshops remain key for researchers and veterinarians.

Consequently, the DEC Plan now incorporates a more targeted mix of channels and formats to improve relevance, visibility, and uptake of project outputs across all key stakeholder groups.

The survey confirmed that several elements of the DEC Plan are already well aligned with stakeholder expectations. Farmers expressed a strong preference for visual, experience-based formats, including short interviews with other farmers (37%), podcasts (22%), and case study videos (13%). These preferences are directly addressed in the plan through the use of social media platforms like Facebook and YouTube, and through content such as farmer interviews, podcasts, virtual farm tours, and Living Lab videos. Similarly, veterinarians and researchers, who favour more traditional,

evidence-based formats like technical reports and structured workshops, are well served by the inclusion of biannual national workshops, webinars, and technical documentation as practice abstracts.

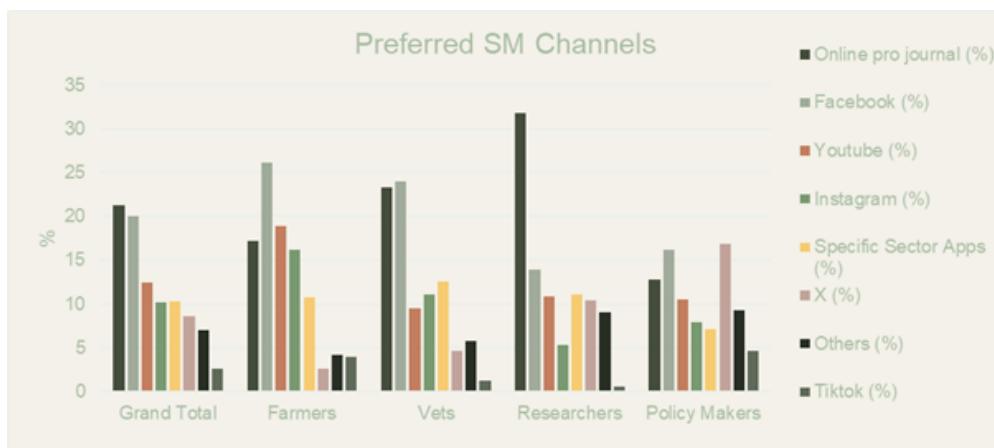


Figure 5. Preferred SM Channels

At the same time, the survey revealed opportunities to refine the DEC approach. Policymakers showed a notable preference for X (formerly Twitter), which is not currently part of the DEC strategy. After an internal discussion within the consortium's DEC team, it was decided not to open an X account and instead to explore alternative opportunities for policy communication (Figure 5). The reasons for this decision included the platform's declining popularity and reach in several partner countries, its limited relevance for farmers and veterinarians (the project's main audiences), and concerns over its volatile reputation and governance. In addition, X provides less transparent analytics, with follower numbers and engagement data increasingly difficult to track without paid services. Instead, the project will strengthen its presence on more widely used channels such as Facebook, YouTube, and LinkedIn, and use direct dissemination through newsletters, professional networks, and media outlets to reach policymakers more effectively. Podcasts and interviews also emerged as a highly appreciated formats among both farmers and policymakers, suggesting the need to increase the number and visibility of these contents beyond the current plan. Furthermore, veterinarians and researchers frequently rely on professional journals and sector-specific apps, indicating that project outputs such as practice abstracts and reports should also be disseminated through these trusted, field-specific channels in addition to EU-FarmBook.

Finally, in-person training preferences varied significantly across groups. While researchers and veterinarians preferred conferences and workshops, 46% of farmers favoured hands-on formats such as farm or study visits. Although the DEC Plan includes 33 farm exchange visits, there is room to expand this component or to enhance it with more interactive and immersive learning experiences. These targeted adjustments, rooted in concrete survey data, will help ensure that the DEC Plan remains responsive, impactful, and inclusive across the diverse TDN stakeholder landscape.

Read the full survey report in Annex 12.3

5.2.3. Press Releases

Press releases will be issued to inform the media, stakeholders, and the general public about the project's goals, progress, and expected impact. This will help raise awareness, ensure visibility among target audiences, and generate media interest, reinforcing the project's public profile.

5.2.4. Policy brief

In order to help inform policymakers and promote changes that align with the project's goals for sustainable dairy farming, particularly regarding CCC practices, the project will prepare a set of recommendations for national and European authorities, influencing agricultural policies to incorporate CCC practices.

5.2.5. DEC Toolkit

The DEC toolkit will consist of seven main components, to efficiently disseminate project findings to different stakeholders

- **Practice Abstracts (PAs):** The project will generate a total of 40 Practice Abstracts (PAs), delivered in two phases: the first by 30 November 2025, marking the end of Reporting Period 1 (RP1), and the second by 31 May 2027, at the close of RP2. These PAs will be distributed through various channels, including the European Innovation Partnership (EIP-AGRI), national and regional AKIS networks, the EU-wide Knowledge Reservoir (EU-FarmBook), and other platforms commonly accessed by farmers and foresters, alongside the project's website and dedicated platform.

The PAs will summarize new knowledge and innovative solutions developed by TDN, using the standard EIP-AGRI format to ensure the information is concise and easy to understand. Their primary goal is to respond to farmers' real needs by quickly disseminating results, fostering collaboration between project partners and practitioners, and preventing duplication in future project proposals.

Practice Abstracts are designed to facilitate knowledge transfer by offering clear, actionable insights from CAP or Horizon-funded projects. They outline how research findings can be applied in practice, addressing challenges and opportunities with practical recommendations. Written in straightforward language, the abstracts help farmers and stakeholders implement the innovations, enhancing productivity and sustainability in agriculture. These summaries also support networking and ongoing collaboration by connecting project partners with practitioners across Europe.

UPDATE:

Recognising from the DEC opinion survey that visual tools are more effective for many stakeholders, the DEC team has decided to complement the written Practice Abstracts with infographics for the most relevant topics. These infographics will translate key findings into accessible, engaging visual formats, making it easier for farmers, advisors, and other end-users to quickly grasp and apply the results. The abstracts-based infographics will be disseminated through the project website, social media, and partner networks to maximise outreach and impact.

- **Podcasts and Interviews:** Podcasts will feature farmers who have adopted CCC practices, offering valuable peer-to-peer learning opportunities. These interviews will share the personal experiences of CCC farmers, focusing on their challenges, successes, and the practical benefits of these systems. The content will be widely shared through relevant national and European platforms.

UPDATE:

While the survey results indicated that podcasts and farmer interviews were both valued formats (with farmers ranking short interviews at 37% and podcasts at 22%), the DEC team decided to focus more strongly on interviews and videos for the following reasons. First, video interviews and videos are inherently more engaging, which better suits the needs of farmers and advisors, who tend to prefer experience-based and visual formats. Second, videos and interviews are easier to translate and subtitle, ensuring accessibility for stakeholders across different languages and regions, whereas podcasts are less adaptable without significant additional resources. Third, interviews and videos can be shared flexibly across multiple channels—such as social media (Facebook, YouTube, LinkedIn), the project website, and partner platforms—reaching a much broader audience than long audio-only formats. Finally, videos can serve a dual purpose, both as standalone content and as material for training, farm visits, or conference presentations, making them more versatile and impactful for dissemination. For these reasons, podcasts might still be produced as planned, but the main emphasis will shift toward interviews and videos as the core visual tools of the DEC strategy.

- **Videos:** TDN will produce various video formats to engage stakeholders visually.
- **Living Lab Case Studies:** Documenting farmer collaborations and co-created innovations, showcasing the value of participatory research.
- **Virtual Farm Tours:** Videos featuring real-world examples of CCC implementation, allowing viewers to explore farms practicing these techniques, with support from NNFs for content development and translation.
- **Webinars and Workshops:** Webinars and workshops will be organized throughout the project's timeline to share and facilitate interactive knowledge exchange:
 - Webinars: Developed in collaboration with WP3, focusing on scaling and implementing CCC practices, providing actionable insights to farmers and stakeholders.
 - Workshops: Led by NNFs within NIPs, these hands-on events will foster cross-country learning and further adoption of CCC practices.
- **Farm Exchange Programs/National Cross-Visits:** Recognizing the importance of peer-to-peer learning, WP partners and NNFs will facilitate visits to demonstration farms and organize 33 exchange programs for farmers, veterinarians, and agriculture students interested in implementing Cow-Calf Contact (CCC) practices. These visits aim to provide real-life experiences and insights from practicing CCC farmers. These visits will be organized to demonstration farms that have successfully adopted CCC practices, and will provide hands-on learning experiences for the participants, fostering practical insights and encouraging the uptake of CCC practices across different regions.

5.3. Short and long-term dissemination channels and tools

- **Open Access:** TDN will ensure that its research findings and results are published as open access. This includes:
- **EU-FarmBook:** All dissemination materials will be uploaded to this EU platform, and other national and regional AKIS channels. Link to TDN in EU-FarmBook [HERE](#)
- **ResearchGate:** Publications will be uploaded to ResearchGate, providing researchers, educators, and practitioners access to TDN's findings.
- **Long-Term Dissemination and Impact:** The dissemination and exploitation efforts of TDN will continue beyond the project's funded period. By collaborating with existing research networks and EU projects (e.g., ArMoR, ClearFarm), the project will expand its reach, ensuring that the results and innovations developed within TDN have a lasting impact on agricultural policies, practices, and networks across Europe.

The project will also build a "Beyond HORIZON DEC Plan" to continue knowledge-sharing and exploitation activities even after the formal completion of TDN.

6. Communication KPI

DEC KPIs (Key Performance Indicators) are metrics used to evaluate the effectiveness of Dissemination, Engagement, and Communication activities within a project. They assess how well the project achieves its communication goals, reaches target audiences, and facilitates knowledge transfer among stakeholders. Tracking these indicators provides insights into the success of communication strategies, identifies areas for improvement, and enhances the project's overall impact in the relevant sector. See the table below for the TDN KPIs.

Table 1. Key performance indicators (KPI)

The target audience key is as follows: Existing and Emerging CCC Farmers (F), Future Farmers (FF), Veterinarians (V), Advisors (A), Processors (P), Breeding organizations (B), Farm Assurance Schemes (FA), Consumers and Citizens (C), Policymakers (Po), Academics (Ac), Non-governmental Organisations (NGOs).

Measure	Type of activity	Key Performance Indicators (minimum)	Primary target
Project website	C, D	100 unique visits/month of >1min total duration	All
Project's social media	C, D	3 channels. 1000 total followers	F, FF, V, A, C,
Project's Newsletter	C, D	Biannual E-newsletters delivered to 800 email addresses	F, FF, V, A, B
Direct communications	C	5 direct communication events with interested organisations	P, FA, Po, NGO
Targeted press releases	C, D	5 press releases at appropriate points during the project	All
Practice abstracts	D, E	40 practice abstracts/ fact sheets in EIP-AGRI format	F, FF, V, A
Virtual farm visits	D	11 virtual farm visit videos	F, FF, V, A, C

Farm exchange visits	D, E	33 farm exchange/ cross visits across the NNF regions	F, FF, V
Podcasts / Interviews (update)	D	10 Podcast episodes with 3 podcast downloads / month	F, FF, V, A
Living lab Videos	D	3 case-study / living-lab videos	F, FF, V, A
Webinars	D	30 Webinars about existing CCC knowledge	F, FF, V, A
National workshops	D, E	66 biannual national workshops NNFs and WP leaders	F, V, A
European workshops	C, D, E	3 Pan-European EKIN workshops	All
Farmer Share Fair event	D	1 European farmer-focused knowledge sharing CCC fair	F, FF
Farm/veterinary events	D, E	33 events participated in by network members	F, V, A
Public-facing event	C, D	Participation in 11 national public-facing events	C
Publications	D, E	3 open access, peer-reviewed publications	Po, Ac, NGO
Continued MA network	E	3 further years secured for the EKIN post-project	All
Policy brief	D, E	Delivered to 125 policymakers across Europe	Po, NGO

7. Open Science In TDN

TDN focuses on creating accessible tools and resources from existing CCC knowledge for the European dairy sector. Although TDN is not aimed at producing new research publications, it will co-generate three scientific articles on:

- Compiling CCC knowledge and identifying end-user needs (WP3)
- Generating new knowledge through co-innovation (WP4)
- Transforming farming systems based on TDN learnings (WP7)

Participating farmers and other actors will be co-authors of these articles. Publications will follow open-access principles to ensure broad availability. All results will be accessible on the TDN website, with peer-reviewed articles available free of charge through open-access repositories.

8. Knowledge Dissemination: NIPs, EKIN And Stakeholders

TransformDairyNet aims to establish robust **National and European Knowledge and Innovation Networks** (NIPs and EKIN) to co-own, compile, and share CCC knowledge, and to co-create practice-led innovations tailored to the needs and challenges faced by dairy farmers. These networks will facilitate the dissemination of actionable knowledge across borders, creating a critical mass of CCC insights and driving a tipping point in agricultural practice (Table 2).

At the core of TransformDairyNet is the **MA (Multi-Actor)** approach, which leverages diverse expertise to collaboratively generate ideas, fostering cooperation and learning to address real-world CCC challenges and knowledge gaps on and off the farm. This approach will enhance the acceptance, effectiveness, and ownership of new ideas among farmers and support actors.

TransformDairyNet will mobilize Knowledge and Innovation Networks at two levels:

1. **National Innovation Practice Hubs (NIPs):** These hubs will be facilitated and animated by National Networks Facilitators (NNFs). NIPs will focus on sharing existing CCC knowledge, identifying knowledge gaps and needs, and co-creating new CCC knowledge through living labs (LLs) at the national level (Table 2).

Table 2. NNFs and NIPs

National Practice Innovation Hub (NIP)	Species	Country	National Network Facilitator (NNF) partner	Other partners
1	Dairy cow	Ireland/ UK	UCD	RAU, SRUC
2	Dairy cow	France	PHY	
3	Dairy cow	Germany	SFS	THU
4	Dairy cow	Austria	BIOA	VMU, VPI
5	Dairy cow	Italy	ANA	UB
6	Dairy buffalo	Italy	ANASB	UB

7	Dairy cow	Norway/ Sweden	TINE	NVI, NMBU, SLU
8	Dairy cow	Denmark	ICOEL	AU
9	Dairy cow	Greece	ELGO	
10	Dairy cow	Estonia	EOFF	EMU
11	Dairy cow	Romania	RDIB	

2. **European Knowledge and Innovation Network (EKIN):** EKIN will unite stakeholders across Europe (and beyond) to serve as a sounding board for TransformDairyNet's inputs and outcomes. It will also act as a platform to showcase the activities of NIPs, promoting the exchange of ideas and CCC knowledge from grassroots initiatives to policy-level discussions across Europe.

This structured approach aims to stimulate innovation, facilitate knowledge exchange, and enhance the impact of CCC practices in the dairy sector.

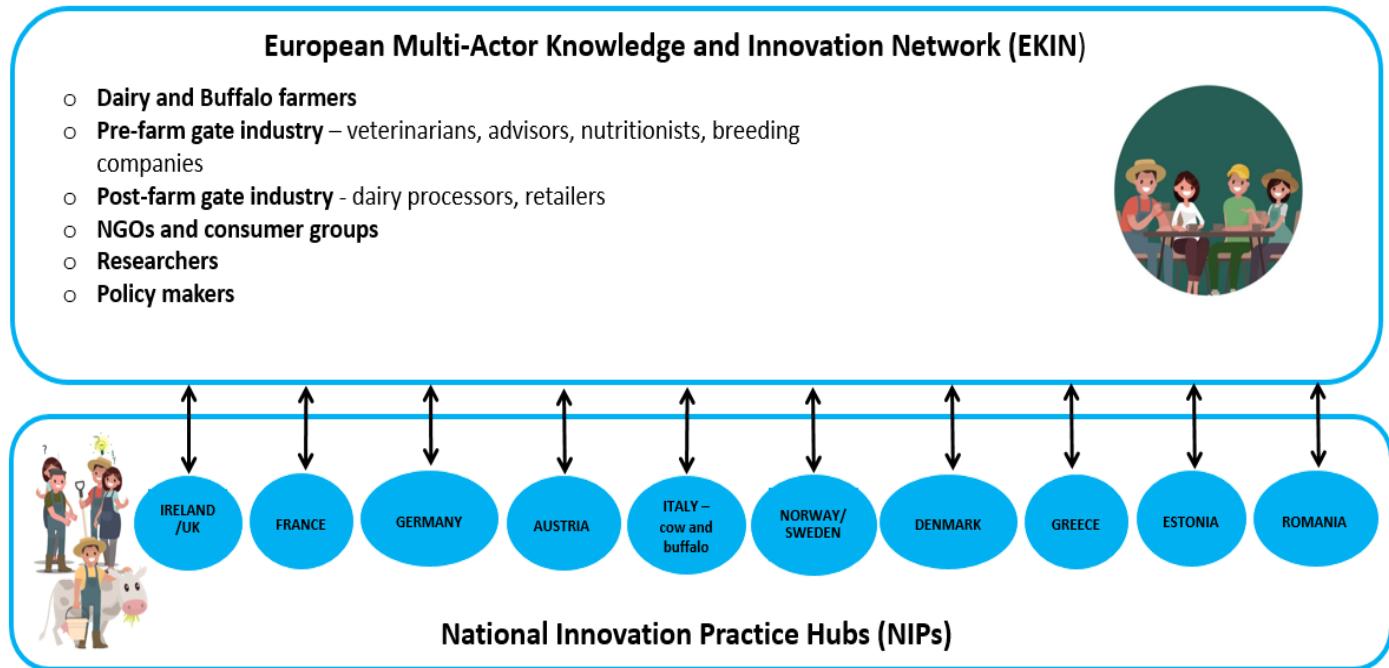


Figure 6. NIPs EKIN and Stakeholders

9. DEC to Maximize Impact

TransformDairyNet is designed to advance agriculture through the modernization of knowledge, innovation, and digitalization. We will activate a European Multi-Actor (MA) thematic network to co-create and disseminate Cow-Calf Contact (CCC) knowledge, specifically for dairy farmers, veterinarians, and farm advisors (WP3 & 4). Our approach includes engaging a broad spectrum of stakeholders, such as agri-support and supply chain businesses, to drive sector-wide modernization.

We expect high engagement and substantial impact due to growing interest from farmers, supply chain actors, and policymakers. Our digital media strategy will utilize websites, videos, and podcasts to foster rural digitalization and offer tools for assessing environmental sustainability and monitoring animal behaviour (WP4).

Our dissemination strategy will focus on collecting and sharing practical CCC knowledge, identifying and addressing knowledge gaps, and trialling innovative solutions through Living Labs. We will use a mix of high-impact, cost-effective channels—including technical notes, social media, and EU-FarmBook—to ensure that knowledge is widely available and sustainably integrated.

Our consortium, comprising experts in CCC research and outreach (THU, NMBU, SRUC, NVI, AU, DNIB, EMU, ELGO, VMU, UCD, RAU, SLU), along with substantial veterinary input from FVE and involvement from farm advisors and farmer organizations (PHY, TINE, ANA, ANASB, ICOEL), is well-equipped to maximize impact. The DEC activities are led by FVE, supported by Revolve, known for its extensive DEC experience, and all partners, including NMBU and EFFAB. RAU, with its expertise from the H2020 EURAKNOS Explorer's Guide, enhances our strategy to ensure effective dissemination and long-term impact. (Figure 5)

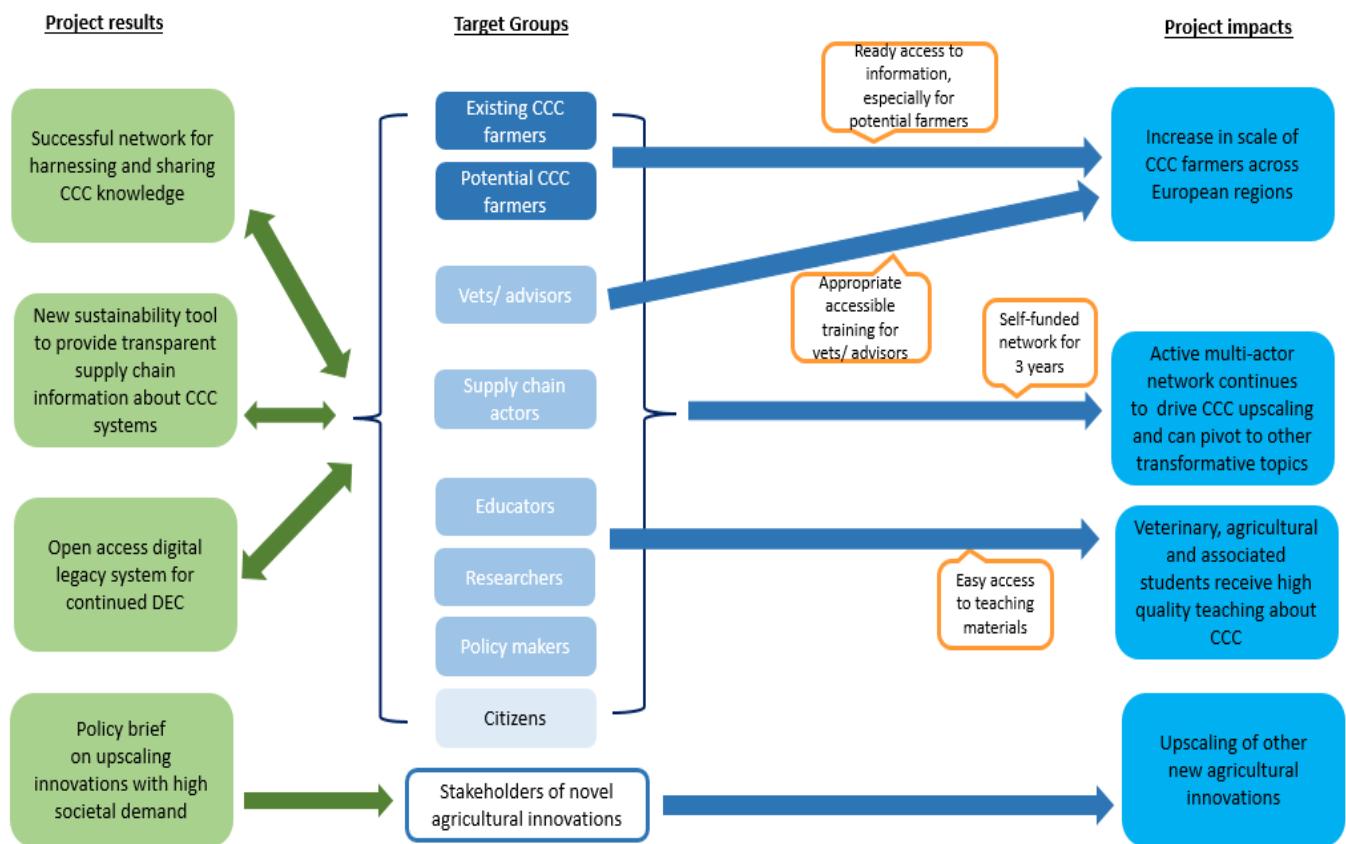


Figure 7.TDN pathway towards impact

Impact indicators

We have identified the following impact indicators for TransformDairyNet and the target numbers of people reached by the DEC activities, and additionally, those directly involved in the TN through the National Innovation Practice Hubs (NIPs) and European Knowledge Innovation Network (EKIN) (Table 3)

Table 3.The impact indicators of TDN

Impact indicator	Number of people Nationally (within each NIP)	Across Europe (within EKIN)
Number of existing CCC farmers reached through TransformDairyNet.	From <10 to ~200 (2)	1000 (22)
Number of emerging CCC farmers (those considering trialing CCC in the next 3 years) reached through TransformDairyNet.	From 10 to 100 (3)	2000 (33)

Other dairy farmers reached through TransformDairyNet.	1200 (1)	15000 (11)
Veterinarians/ advisors reached through TransformDairyNet.	200 (2)	2000 (22)
Other dairy food system actors (processors, farm assurance schemes, retailers, policymakers) reached through TransformDairyNet.	10 (2)	125 (22)
Policymakers reached via TransformDairyNet reports.	10	125 (5)

10. Activity Plans

Activity		Timeline
DEC Plan	The primary objective of the DEC plan is to define all planned communication activities within the TDN project and specify how they will be executed. It aims to ensure the identification and use of the most effective dissemination channels and exploitation opportunities in each participating country.	Ready to use (M6) updated (Y2)
Logo	A dedicated logo (Figure 1) has been created as the foundation of TransformDairyNet's branding. It will be used consistently across all documents, presentations, and materials to establish a recognizable visual identity. The logo comes in two versions to ensure adaptability to national contexts and reflect regional variations, featuring a cow with or without horns.	Preferable by M4
Opinion Surveys DEC	A survey was developed and distributed to the partners and by the NNFs to end-users, to define their preferred knowledge resources and dissemination tools in their country.	Produced (M2) disseminated (M4)
Press release	5 press releases will be produced, to inform stakeholders, media, and the public about the project's key details, raising awareness and ensuring visibility among target audiences	5 press releases in 26 Months
Social Media Channels	LinkedIn, Facebook, and YouTube have been chosen as the primary social media platforms for the project, based on survey results and other considerations. These channels will share project updates and engage stakeholders, with regular content managed by WP5 and WP6 leads, supported by consortium partners and NNFs	M12

Website	The TransformDairyNet website is a central resource hub, offering easy access to technical notes, video case studies, podcasts, and project updates. It supports open access, ensuring all materials are freely available and linked to social media for wider dissemination and impact.	M12
Toolkit	<p>The toolkit will provide templates for fact sheets, technical notes, and practice abstracts in EIP-AGRI format, tailored for farmers and support actors. It will include scripts for podcasts featuring farmers' CCC experiences and scripts for Living Lab case study videos.</p> <p>A reference library of CCC publications will be created on the project's website. All the materials will be uploaded to EU-FarmBook, the main knowledge reservoir. Templates for policy briefs aimed at European policymakers will also be produced.</p>	M18
Branding material and branding templates	Templates and materials will be developed to support all partners in their future DEC activities. These will include items such as the project logo, style templates, office templates, roll-up banners, and more.	Preferable by M6
Newsletter	Will be published and promoted every 6 months through the website and social media channels, as well as through partners, collaborators, NNFs, NIPs, and the EKIN. This newsletter will serve to regularly communicate TDN's outcomes, including updates on NIP activities, Living Lab progress, EKIN events, and new CCC knowledge and practices.	Twice a year minimum
Direct communication events	5 direct communication events will be held with interested organizations to engage them, share project insights, and gather feedback, fostering collaboration and support for the project's goals.	M36
Workshops	66 Biannual national workshops will be organized by the NNFs	M36

Webinars	30 webinar plan will detail objectives and promotional strategies in collaboration with WP3	M36
European workshops	3 Pan-European EKIN workshops will be organised to facilitate learning and sharing across TDN and beyond and to create an impact beyond National partners	M36
Videos	<p>3 Living lab case study videos will be created in collaboration with WP4 to highlight the value of farmers working together to co-generate new knowledge through the MA LL process while showcasing the innovative solutions developed collaboratively.</p> <p>Additionally, 11 virtual farm videos will be produced by existing CCC farmers within NIPs, with assistance from NNFs, to promote and normalize Cow-Calf Contact (CCC) practices.</p>	M36
Podcasts/ Interviews	10 Farmers practicing CCC will share compelling stories of their experience in transitioning to CCC systems	M36
Farm visits	33 Veterinarians/ Farmers/ Students will participate in exchange program/ Farm visits as peer-to peer learning in demonstration farms to provide a real-life experience with practicing CCC farmers	M36
Practice abstracts (PAs)	The project aims to produce 40 PAs , which summarize new knowledge and innovative solutions generated by TDN developed in common EIP AGRI format, designed to respond to farmers' real needs by providing concise, easy-to-understand information. Their purpose is to disseminate results quickly and widely, facilitate networking between project partners and practitioners, and support future project development by avoiding duplication. PAs will be shared	*1st batch (5 PAs) M18

	through channels like EIP-AGRI, AKIS channel (National and European e.g. EU-FarmBook), and project-specific platforms	* 2nd batch (35 PAs) M36
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EU-FarmBook	All project materials and outputs, including videos, practice abstracts, webinar recordings, papers, podcasts, and more, will be uploaded to EU-FarmBook	M36
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Policy Brief	Policy briefs will be developed to address specifically EU policy workers and national authorities and consist of an executive summary with main insights and recommendations from the TDN.	M36
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11. WP5 and WP6 DEC Focus

Work Packages 5 and 6 (WP5 and WP6) will focus on the project's Dissemination, Exploitation, and Communication (DEC) activities. Together, they will ensure the effective spread of TransformDairyNet's outcomes to a broad audience, from farmers and veterinarians to policymakers and supply chain actors. These work packages will drive communication efforts by sharing key findings, promoting the practical use of CCC knowledge, and engaging stakeholders through tailored DEC materials.

Additionally, WP5 and WP6 will facilitate the integration of project results into market strategies, policy discussions, and farm practices, ensuring that the project's innovations are widely adopted and have a lasting impact (Tables 4 and 5).

Table 4. DEC WPs (5 & 6) Deliverables and Milestones

Deliverable No	Lead Beneficiary	Deliverable Name	Dissemination Level	Due Date (month)	WP No	Description
DEL.5.1	2 - FVE	DEC plan agreed by the consortium	PU - Public	6	WP 5	A DEC plan will be produced to outline the main channels for DEC that the consortium will follow. It includes guidelines for practice abstracts and resource formats.
DEL.5.2	2 - FVE	Overview report on toolkit created	PU - Public	18	WP 5	Overview of the DEC toolkit, including templates for factsheets, abstracts, policy briefs, podcasts, videos, and plans for resource repositories such as EU-FarmBook.
DEL.5.3	2 - FVE	Practice Abstracts – batch 1	PU - Public	18	WP 5	This deliverable includes 5 practice abstracts.
DEL.6.1	13 - NMBU	Overview report on DEC activities	PU - Public	36	WP 6	A summary report detailing the DEC activities across different countries in the project.
DEL.6.2	13 - NMBU	Practice Abstracts – batch 2	PU - Public	36	WP 6	This deliverable includes 35 practice abstracts.
Milestone No	Lead Beneficiary	Milestone Name		Due Date (month)	WP No	Description
M10	2 - FVE	Project templates/material available		6	WP 5	Project logo and style templates available for all partners for DEC
M11	2 - FVE	DEC channels and key messages developed		12	WP 5	Website, social media, and other DEC channels operational
M12	13 - NMBU	DEC Toolkit developed		30	WP 6	Videos, factsheets, podcasts, practice abstracts, webinars available
M13	13 - NMBU	Key materials DEC Toolkit translated		30	WP 6	Materials are available in project languages

12. Annex

12.1. Project Visual identity ([Link to TransformDairyNet-Visual Guidelines](#))

Annex

12.2. Summary of Updates

Section	Update Summary
5.1.1 Website	Website further developed with new sections: Publications, Deliverables, Video Hub, External Resources, Media Corner (press releases, newsletters, media coverage). Strengthened as central dynamic platform for project resources.
5.1.2 Social Media	Added SOP for bot attacks (preventive and protective measures incl. CAPTCHA, filtering, verification, WAF, external services). Social media strategy revisions addressed in survey results section.
5.1.3 Newsletter	Shift from fixed biannual schedule to flexible, event-driven newsletters . At least two per year, with additional editions issued when necessary to maximise outreach.
5.2.1 Visual Identity	Expanded package to include: webinar/meeting backgrounds, TDN infosheet, roll-up banner, brochure, partner map, SoMe templates, webinar promotion templates, and other visuals.
5.2.2 DEC Opinion Survey	Survey results informed refinements: prioritisation of Facebook, interviews, and videos; confirmation of alignment for workshops/reports; decision not to open X (Twitter) due to declining relevance, weaker analytics, and governance concerns; podcasts remain but with stronger focus on interviews/videos; in-person training expanded with study visits.
5.2.5 DEC Toolkit – Practice Abstracts	In addition to 40 written PAs, infographics will be created for key topics to provide more visual, accessible tools for farmers and advisors. Disseminated via website, SoMe, and partner networks.
Podcasts / Interviews	While podcasts remain valuable, the focus has shifted toward interviews and videos because of their stronger visual impact, easier translation and subtitling, wider sharing potential, and reusability for training and events. Podcasts may still be produced, but they are considered secondary.

12.3. Opinion Survey Report

[LINK to DEC Survey report](#)