



# **Communication & Outreach Strategy**

**2025**

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**Agrotecnio's Communication & Outreach Strategy for 2025-  
2029**

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## 1. Introduction

The Agrotecnio Strategic Plan, approved in 2024, outlines five strategic objectives to drive progress in research, technology transfer, good governance, impact creation and communication activities. Specifically, **Strategic Objective 4** states:

*Communicate Agrotecnio's research and non-research achievements to society by formulating and implementing an outreach and communication strategy that ensures the effective dissemination of all Agrotecnio activities to its broad spectrum of stakeholders.*

Moreover, the 2023 CERCA evaluation of Agrotecnio listed five challenges for the center to confront, such as *Recognising the importance of effective communication through the formulation and implementation of a comprehensive outreach and communication strategy.*

This document puts forward the communication and outreach related activities of Agrotecnio during the 2025-2029 period. Communication plays a key role in ensuring alignment among research groups, administrative staff and direction of the center. It supports the shared understanding around Agrotecnio's mission and vision, activities and outcomes, facilitating stakeholder engagement, and increasing the center's reputation. Agrotecnio's Outreach and Communication strategy is also designed to ensure a consistent and robust identity, including the use of corporate design elements.

According to the European Commission, outreach and communication activities are related but different:

- **Outreach activities** are meant to engage a large audience and to bring knowledge and expertise on a particular topic to the general public. Outreach activities can take several forms, such as workshops, public talks, lab visits. Outreach implies an interaction between the sender and the receiver of the message, a two-way communication.
- **Communication activities** go one way, aiming at promotion and raising awareness.

Table S1, available in the annexes, summarizes the difference of other communication-related terms.

The comprehensive SWOT analysis included in Section 3 of the aforementioned Strategic Plan sets out the internal and external factors that will either impede or facilitate progress towards communication and outreach objectives. **Table 1** summarizes the strengths, weaknesses, opportunities and threats.

**Table 1.** Succint Agrotecnio SWOT for 2024-2029

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> <li>1. Nationally and internationally recognized research groups and individuals</li> <li>2. Coverage of the entire value chain, from production to processing and delivery to the consumer by leveraging Agrotecnio's excellent underpinning science</li> <li>3. Unique expertise and demonstrated ability to conduct research under real field conditions</li> <li>4. Strong track record in providing professional consultation and advice, and high-quality training to diverse stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1. Limited core funding impedes growth and long-term planning</li> <li>2. The mean age of permanent staff is high</li> <li>3. Insufficient infrastructure of laboratory equipment and experimental fields/farms/pilot plants</li> <li>4. Poor visibility of the Agrotecnio brand and the impact of its research</li> </ol>
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> <li>1. Increasing societal concern about the environment and healthy food</li> <li>2. New sources of public funding</li> <li>3. Availability of new technological tools</li> <li>4. Need of stakeholders to keep pace with the changing legal and economic landscape</li> </ol>	<ol style="list-style-type: none"> <li>1. Perceived/real overlap of activities in the Catalan research sector</li> <li>2. Public funding opportunities declining in the agrifood sector and companies are not proactive in funding research</li> <li>3. Regulatory uncertainty affecting agrifood products and inputs</li> <li>4. Difficulties in recruiting young national and international staff</li> </ol>

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Improving the visibility and recognition of the center among a wide range of audiences has become a priority, as Agrotecnio receives public funding from the Government of Catalonia, via the Department of Agriculture, Livestock, Fisheries and Food (DARPA) and the General Directorate of Research (DGR), as well as from other public bodies such as the European Union or the Spanish Research Agency through competitive projects, which usually include obligations for communication and dissemination of results. More effective communication of Agrotecnio's research and impact is crucial to ensure compliance with the objectives established for the next years.

Communication actions will evolve together with the center, so the Outreach and Communication Strategy will be a flexible and responsive document that will incorporate evolving needs.

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## 2. Communication Objectives

The communication objectives set for the period 2025-2029 fall within the framework of the Strategic Plan (2024-2029):

### **2.1 Raise awareness and visibility of Agrotecnio**

Agrotecnio's communication strategy should prioritize raising awareness and visibility of the organization to showcase its innovative research, technological advancements, and commitment to sustainability in the agrifood sector. By increasing its online presence, media appearances, engaging with stakeholders, and highlighting its achievements, Agrotecnio can establish itself as a leading player in the field, attract top talent and build partnerships, ultimately driving progress and impact in the agrifood sector. Effective communication will help Agrotecnio's message resonate with its target audiences, fostering a strong reputation and contributing to the organization's long-term success.

### **2.2 Disseminate the impact of Agrotecnio's research**

This objective focuses on explaining the socio-economic and environmental benefits of Agrotecnio's research and related outcomes. It allows the center to demonstrate its value and relevance to stakeholders, including policymakers, industry partners, the wider scientific community and the general public. By sharing the outcomes and benefits of its research, Agrotecnio can showcase its contributions to addressing pressing challenges in the agrifood sector, such as sustainability, food security and climate change. Effective dissemination of its research impact will help Agrotecnio build credibility, attract funding and inform decision-making, ultimately maximizing the organization's influence and positive impact on society.

### **2.3 Advocate for the importance of the agrifood sector**

Agrotecnio addresses the challenge of feeding a growing population with limited resources, in the context of global change. This objective highlights the essential role of the agrifood sector while advocating for the benefits of translating scientific advances to the field (knowledge and technology transfer). It will address how the agrifood sector ensures food safety, promotes economic growth and supports rural development combining innovation & technology with sustainability. By raising awareness of the sector's challenges and opportunities, Agrotecnio can inform policy decisions, attract investment and build support for research. Effective advocacy will help Agrotecnio contribute to a more sustainable and resilient food system, ultimately benefiting society and the environment.

### **2.4 Strengthen internal communication**

This objective aims to ensure effective internal communication among research groups, administrative staff and direction of the center, as well as boosting collaboration, knowledge exchange and alignment among all Agrotecnio members. This objective supports the coherence of Agrotecnio's external communication and the overall success of its communication activities. It will also address difficulties in recruiting young national and international staff by reinforcing the center's culture and values.

### 3. Target Audiences

Target audiences are the groups to which Agrotecnio wishes to convey its messages. Most of the audiences do not remain in the role of receivers of the message but become, in turn, disseminators of the message to be transmitted. All communication activities will be tailored to the needs, interests and channels most appropriate for each target group, in order to maximise relevance, accessibility and impact. Target audiences are described below:

#### Internal audience:

- **Agrotecnio personnel** is the main target audience of Agrotecnio's communication. The center's own staff and all the associated researchers and technicians from the Universitat de Lleida (UdL) and the Universitat de Barcelona (UB) are recipients and potential prescribers of Agrotecnio's communication messages. Agrotecnio researchers and staff are responsible for promoting project messages, ensuring consistency in how the center is represented externally and facilitating communication between the center and its stakeholders.

#### External audience:

- **The wider scientific community.** National and international scientists & researchers are also considered as a target audience, with special interest in the scientific community in the agri-food field.
- **Companies in the agri-food sector.** Agrotecnio focuses on traslational science, that is, research that can be translated into current and future industry practices. Companies, associations and individuals in Catalonia, in Spain, Europe or further, are a core target for communicating research inputs, training opportunities, services and others. Scientific parcs such as the Parc Agrobiotech Lleida are also a target.
- **Universities, research centers including the CERCA network and technological centers.** The research carried out at Agrotecnio involves collaborations with other universities and research centers worldwide. They must be considered as target audiences in order to promote the continuity of these synergies, boost its recognition and relevance, and attract new stakeholders, funding and collaboration partners.
- **Public bodies and policymakers.** Agrotecnio is a publicly-funded research center. Thus, public bodies such as the Government of Catalonia, The Spanish Agency of Research (Agencia Española de Investigación) or the European Commission, among others, must be considered when communicating the center's outputs and impact. Promoting and advocating for the importance of the agri-food sector must necessarily target these audiences.

- **Mass media and society at large.** Traditional mass media (press, radio and television) are still the best way to reach the vast majority of the general public. Therefore, they should be considered both as a target and as a channel to reach society. The general public should be considered for all communication objectives, and young people deserve special attention for encouraging scientific careers.

## 4. Key messages

When communicating about Agrotecnio, the center's mission to carry out high-impact agri-food research for the benefit of an array of stakeholders needs to be kept in mind. Key messages relating to targets include:

- Agrotecnio is highly productive in high level science, with 150-200 scientific papers per year in journals indexed in the Web of Science. The majority of these papers are published in leading ranked journals in each of Agrotecnio's fields of activities. (Scientists and researchers, other universities, research centers and the CERCA network)
- Agrotecnio advances the understanding of environment, crop, animal and food sciences and their interactions with the environment within the One Health concept (Scientists and researchers)
- Agrotecnio addresses most key topics of the agrifood sector with an interdisciplinary approach, from seed to table, including other fields such as human health or agrifood law. (Scientists and researchers, companies in the agri-food sector, other universities, research centers and the CERCA network)
- Science-based knowledge, technology and practices can improve productivity and better position any agrifood business in terms of competitiveness (Companies in the agri-food sector)
- The agrifood system in Catalonia is the largest market segment in the Catalan economy. (Companies in the agri-food sector, public bodies and policy makers))
- Research and technology transfer activities in Catalonia represent a way to make the agrifood value chain more sustainable. (Companies in the agri-food sector)
- Agrotecnio stands out for its ability to cooperate with other entities through interdisciplinary projects and agreements, including topics such as gastronomy, human health and agrifood law, thus favoring outreach to the general public. (Other universities, research centers and the CERCA network)
- Agrotecnio advances the understanding of crop, forest, animal and food sciences and their interactions with the environment and human health. (Other universities, research centers and the CERCA network)
- International collaborations are an integral component of the activities led by Agrotecnio (Other universities, research centers and the CERCA network)

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- Food is the vital link between agriculture, health, the environment and consumers. Society currently faces challenges such as food insecurity, dwindling resources, declining productivity and unhealthy lifestyles. At least 10% of the world population is undernourished (Public bodies and policy makers, mass media and society at large)
  - The agrifood sector represents 19% GDP of Catalonia, 5.8% GDP of Spain and 3.8% GDP of the European Union (Public bodies and policy makers)
  - Agrotecnio's research cover priorities stated in key public strategies such as RIS3CAT (2017), the Strategic Food Plan for Catalonia (2021-2026), the Farm to Fork Strategy, the European Green Deal or the Common Agricultural Policy (Public bodies and policy makers)

## 5. Communication channels, tools and actions

### 5.1 Channels:

**Internal meetings.** In order to reach the internal audience, in-person meetings are necessary for different purposes. In the area of governance, but closely linked to internal communication:

- The Steering Scientific Management Committee (SSMC) meets approximately every one month and a half, in order to ensure a smooth communication of Agrotecnio direction with all research group leaders and research representatives.
- The Scientific Advisory Board meets every two years.
- The Board of Trustees meets at least once a year.

To maintain proper internal functioning, meetings will also be held between the director and all contracted staff at least one per year, as well as administrative departments meetings within Agrotecnio.

Other in-person meetings to boost internal communication can be scheduled as necessary; for instance, when a new researcher joins the center, the director will schedule an initial meeting to lay the foundations for a fruitful collaboration.

**Website.** Agrotecnio's website is the main source of information about the center. It is the place where all the information is published: corporate information, research lines and objectives, projects, publications and any newsworthy information such as the launch of a call for proposals, events, agreements, publications or other.

Agrotecnio's website will undertake an in-depth re-do in 2025 in order to make it more updated and user-friendly. All contents are available in English, Catalan and Spanish, including all news articles. The default language will be English, unless the visiting user has its browser set up in Catalan or Spanish. Its main tabs will feature: About us, Research, Projects, Open Science, News and Contact.

The webpage will be responsive (adapted to all sort of devices) and will take into account international guidelines ([Web Content Accessibility Guidelines – WCAG 2.0](#)) for accessible web content; meaning that texts, images, forms, sounds, etc should be accessible and understandable by as many people as possible without discrimination, in line with the European Union's e-inclusion policy.

Furthermore, this website will allow Agrotecnio to comply with the applicable transparency law, the HRS4R seal and the EU projects requirements.

**Newsletter.** Despite continuous changes in communication trends, email continues to be a powerful tool for direct engagement with audience. Agrotecnio will have a newsletter to enhance both internal and external communication. Four newsletters will be sent per year, unless future revisions of this strategy determine a greater or lesser periodicity. This bulletin will include the center's latest news and will be open for any person wishing to subscribe. The communications department strongly recommends all Agrotecnio members to be subscribed. The newsletter will be created in English and other languages will follow.

During the 2025-2029 period, other forms of newsletter will be considered, specifically through instant messaging. Telegram and WhatsApp channels would allow another form of update on issues requiring immediacy, such as shown in Figure 1.

**Figure 1.** Snapshot of Generalitat de Catalunya's WhatsApp channel



**Targeted emails.** In addition to the newsletter, Agrotecnio regularly sends emails with relevant information for its members. Typically, these messages are to inform about strategic information of the center, call of proposals, upcoming events or trainings and to

encourage participation. In order to improve the impact of this type of messages, Agrotecnio's communication team will ensure that it is possible to separate different internal audiences for targeted emails: Group leaders, R1 and R2 researchers, etc. The implementation of a CRM software will improve the implementation of these messages.

**Social media.** The presence of any recognised institution on social media is essential. Agrotecnio has had accounts on Twitter (now X) and LinkedIn for years. During the 2025-2029 period, the communications department will consider the creation of new social media profiles such as Instagram and will reinforce its activity on all social media with campaigns targeted to specific audiences.

In accordance with performance reports published by Meta, the proprietor of Instagram, recent data indicate that Instagram has become the preeminent social media platform within the European Union in 2025, surpassing Facebook in terms of user base. The potential reputational implications of lacking representation on the most extensively utilized social media platform in the region merit careful consideration. Consequently, Agrotecnio intends to establish an official presence on Instagram by implementing a launch campaign composed of carefully curated and strategically developed content.

In social media platforms, Agrotecnio's relationship with other centers and companies is more clearly shown through participation in campaigns such as "Pint of Science" or those launched by CERCA, the Fundació Catalana per la Recerca i la Innovació (#100tífiques, Setmana de la Ciència), the European Commission (Researchers Night) and others.

**Agrotecnio currently has a profile on X, LinkedIn, YouTube and Flickr.** All these social media profiles will be maintained for the period 2025-2029; however, their use must be specified:

- **X:** Any new articles published on Agrotecnio's website will be shared on this platform, as well as any other content of interest for the audiences it addresses. This platform has undertaken profound changes in recent months that raise the question of its adequacy to ethical standards of freedom of speech. Agrotecnio will follow CERCA's lead and will keep its profile on X, but will create an equivalent profile in Bluesky, periodically assessing the suitability of remaining on X and even migrating to the Fediverse (Mastodon and others), a collection of social media platforms based on free and open-source software. Bluesky works very similarly to X, so the content that will be published on both platforms will be the same. The Agrotecnio communications department will increase the use of polls, calls to action and direct appeals to the

audience to ensure that X and Bluesky act as multidirectional communication channels.

<https://x.com/Agrotecnio>

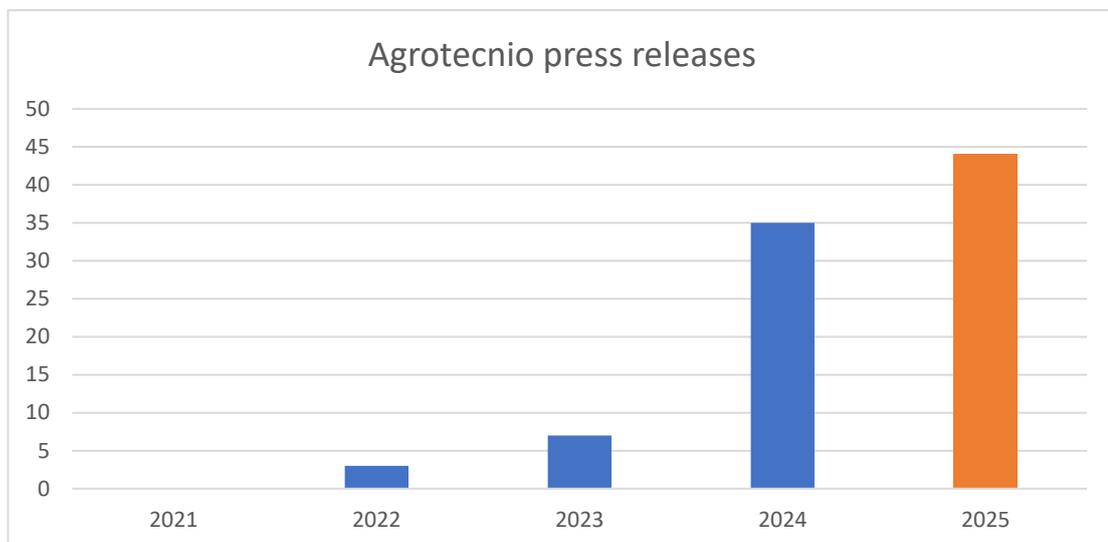
- **LinkedIn:** Analysis of Agrotecnio's social media since 2023 shows that LinkedIn is the social media channel with most engagement and better overall performance. This channel is specially interesting for target audiences (scientists and researchers, (companies in the agri-food sector) and other research centers and CERCA network. New articles published on Agrotecnio's website will be shared on this platform, as well as any other content of interest for the audiences it addresses. Like in X and Bluesky, polls, calls to action and engagement with the public will be increased. <https://www.linkedin.com/company/agrotecnio>
- **YouTube:** This channel is currently used as a video repository. For the period 2025-2029 this use will be maintained, adding the possibility of live broadcasts of events that require it. YouTube will also be used to support other channels such as the website or the newsletter. <https://www.youtube.com/channel/agrotecnio>
- **Flickr:** This channel is currently used as an image repository. For the period 2025-2029, this use will be maintained, adding the possibility of private albums to share with stakeholders, journalists or others. <https://www.flickr.com/photos/agrotecnio/>

Between 2025 and 2029, Agrotecnio will evaluate the feasibility of implementing social media communication campaigns—either free or paid—targeted at one or more of the identified audience groups. For example, companies in the meat sector in Catalonia, or university students about to finish their studies in the agri-food field.

The Agrotecnio communication team will internally coordinate its social media presence via the creation and management of a social media content calendar.

**Public Relations (PR).** Traditional mass media (press, radio, television) continue to be one of the best ways to reach the general public. Agrotecnio started its press office activity in 2021. Since then, the sending of press releases has stabilized, from 3 press releases in 2022 to 7 in 2023 and 35 in 2024. By 15<sup>th</sup> October 2025, 42 press releases have already been sent (Figure 2).

Figure 2. Number of distributed press releases to date (15/12/2025)



For the period 2025-2029, Agrotecnio will continue to nurture its relationship with the media. The center will create specific materials for journalists, such as press releases, but also a press kit and a download section in the website with useful materials. Targeted press conferences will be organized to showcase key achievements and developments. Media coverage will be proactively sought through customized reports, articles, and interviews with Agrotecnio experts, ensuring research and innovations reach a wider audience.

Since 2021, Agrotecnio has targeted Catalan, Spanish and international media, with more success among local media (Lleida) and less success among international media. As a goal for 2025-2029, Agrotecnio's communication department will seek to approach Spanish and international journalists, with a focus on those specialized in scientific content in press, radio, TV or online platforms.

To achieve this better relationship with the press, Agrotecnio will develop and improve its journalist database. According to the report "The Eye of Journalists on PR 2025"<sup>1</sup>, email remains the preferred contact for journalists. In Europe, journalists use social media in this order: WhatsApp, LinkedIn, Instagram, Facebook and X. In Spain and Catalonia, WhatsApp and X are the most used social media platforms. Press conferences are still popular, and nearly 80% of journalists consider a press release as a reliable source. However, Agrotecnio must consider that European journalists receive between 30 and 100 press releases a day and 4 out of 5 journalists have stated they read less than half of the releases they receive.

<sup>1</sup> The Eye of Journalists on PR. Trends Europe 2025 (Italy, Spain and France)  
(<https://www.mediaddress.com/wp-content/uploads/the-eye-of-journalists-on-pr-2025-spa.pdf>)

One of the biggest challenges in managing a press office is maintaining a good database of journalists. Due to the high turnover of professionals, the appearance and disappearance of media outlets and the high volume of freelancers who are not part of the formal organization of the media, it is very difficult to have an updated list of contacts. Therefore, during the period of this strategy, Agrotecnio will work to improve its current database, assessing the need for external support (paid databases and PR tools, communication agencies or others) according to the evolution of the center.

Agrotecnio's PR activity must be executed in collaboration with relevant partners, with preeminent attention to the Universitat de Lleida and the Universitat de Barcelona's press offices, as well as the communication department of partners such as the Centre de Ciència i Tecnologia Forestal de Catalunya (CTFC), IRBLleida, IRTA, the Government of Catalonia or Fundació Alícia among others.

The Agrotecnio communication team will internally coordinate its PR work with the creation & management of a content calendar.

## 5.2 Tools

**Publications.** (Books, manuals, white papers). Agrotecnio has participated in the publication of three books in recent years. Any publication (scientific papers excluded) that can target the general public will be somehow published on Agrotecnio's website: whether a summary, the complete PDF or some other form that allows the center to showcase the work and connect with the target audiences.

**Audiovisual material.** During the 2025-2029 period, Agrotecnio will progressively expand the creation of audiovisual materials that can boost the dissemination of the results and impact of the center's research.

Videos, flyers, infographics, non-scientific posters such as the examples shown on Figure 3 (available in the annexes), roll-ups, etc., will be made as required for increasing the center's visibility. As an objective for the duration of this strategy, Agrotecnio will create a presentation set or corner, a place to be when a video or a photo needs to be taken in a corporate setting, that can be showcased on several channels.

Corporate templates for presentations, reports and other supporting materials will be updated as needed, ensuring a consistent and robust brand image.

**Merchandise.** Agrotecnio will produce products linked to the center's activity that help promote the visibility of the center while being useful for its personnel, like lab coats, pens, T-shirts, etc. Efforts will be made to ensure that these products always maintain high standards for sustainability and ethical production.

### 5.3 Actions

**Events** are a powerful tool for communicating research. Agrotecnio organizes and participates in multiple events through the year, targeting different audiences. There are Agrotecnio events (Agrotecnio teambuilding, Early Researchers Forum, Breakfast4inno), third-party events (Researchers Night, Pint of Science, etc) and research-led events or scientific events (e.g. PATT seminars). The Agrotecnio communication team will assist research group in the creation and development of the latter events.

**Agrotecnio events** target different audiences and serve multiple purposes:

- **Teambuilding:** Aimed at internal communication, this yearly event seeks to strengthen ties between the people who make up the center.
- **AT Seminar Series:** Aimed at internal communication open to a wider scientific community, especially scientists from IRBLleida, CTFC, Universitat de Lleida or Universitat de Barcelona, this seminar cycle aims to encourage mutual understanding between research groups as well as the creation of synergies and increased awareness for different AT research lines. Four sessions will be organized every year.
- **Early Careers Research Forum, now Early Career Network:** Aimed at younger researchers in the center (R1 and R2), these events try to spark the conversation around transversal topics. The gradual decline in participation from 2023-2024 called for re-evaluating how they were organized. A committee formed by representatives from all four Agrotecnio pillars (environment, plants, animals, food) and the communications officer structured the new "Early Career Network", that will become a hub of training, support and resources for younger researchers. This network will meet twice a year and organize two seminars on transversal topics, open to all Agrotecnio members and beyond.
- **Breakfast4inno:** Created with the objective of connecting industry and research, these events are organized together with the Parc Agrobiotech Lleida and focused on hot topics. Participation ranges from 20 to 45 people per event. Nine sessions are foreseen each year.

**Third-party events** for this period include:

- **European Researchers Night:** International outreach project promoted by the European Commission as part of the Marie Skłodowska-Curie actions of the Horizon Europe programme. It takes place simultaneously in up to 400 European cities since 2005. Traditionally, the GREiA research group in the UdL leads the organization of all related activities in the UdL.
- **Science Week:** Event based on the UN's initiative '[International Week of Science and Peace](#)' celebrated annually at the beginning of November. It is adapted to the regional context in Catalonia by the Fundació Catalana de Recerca i Innovació.
- **International Day of Women and Girls in Science:** Annual observance adopted by the UN to promote the full and equal access and participation of women in Science, Technology, Engineering and Mathematics. In Spain, [the initiative 11F promotes the organization of activities](#). In Catalonia, the FCRI also organizes events under the topic "100tífiques".
- **Pint of Science:** Science outreach festival that aims to communicate current scientific developments to the public in an interesting, engaging and accessible way, by bringing researchers and scientists to pubs and other accessible venues. It is managed by the Association "Pint of Science Spain".

Agrotecnio has participated in other events, such as requested school visits in the Lleida area. The center currently has no plans to organize more events of this type, but will consider requests from schools. Future strategy reviews will assess whether promoting such visits and incorporating them into a campaign is necessary.

**Research-led events** or scientific events that contribute to the objectives of this Strategy include:

- **PATT seminars.** These seminars are part of the "Pla Annual de Transferència Tecnològica" promoted by the Department of Agriculture, Livestock, Fisheries and Food (DARPA). They are focused on technical and professional training, dissemination and knowledge and technology transfer. These seminars are promoted through the RuralCat portal and reach a wide audience in Catalonia.
- **International conferences.** Specialized scientific meetings in Agrotecnio's research areas.

During the 2025-2029 period, Agrotecnio will foster its participation in international initiatives and deepen its collaboration with local stakeholders through activities like the Breakfast4inno, that was put into place in 2024. Although Agrotecnio researchers already participate in initiatives such as Pint of Science, the center hasn't offered support or encouraged participation. For 2025-2029, the communication team will work to boost Agrotecnio presence in such events.

The events calendar for 2026 would be valid to subsequent academic years of the scope of the present strategy:

January	February	March	April	May	June
	Breakfast4inno	Breakfast4inno	Breakfast4inno	Breakfast4inno	Breakfast4inno
EC Network			EC Network		
	Intl. Day of Women and Girls in Science			Pint of Science	
AT Seminar Series	AT Seminar Series	AT Seminar Series	AT Seminar Series	AT Seminar Series	AT Seminar Series
July	August	September	October	November	December
Breakfast4inno			Breakfast4inno	Breakfast4inno	Breakfast4inno
EC Network				EC Network	
		Researchers' Night		Science Week	
		Teambuilding			
			AT Seminar Series	AT Seminar Series	AT Seminar Series

**Network participation.** Agrotecnio will follow the necessary steps to become part of networks such as the “[Unidades de cultura científica e Innovación](#)” (UCC+I) of the Ministerio de Ciencia, Innovación y Universidades – FECYT. These UCC+I promote scientific, technological and innovation culture through science communication, dissemination, training, etc. Entering the UCC+I network will help Agrotecnio, [among other advantages](#), to participate in their dedicated calls of proposals.

## 6. Communication matrix

Channels	Target	Frequency
<b>Internal Meetings</b>	Internal audience	As described in “Channels”
<b>Website</b>	All	Weekly update
<b>Newsletter</b>	Special focus on internal audience, but all external audiences must be considered too.	Trimestral
<b>Telegram / Whatsapp channel</b>	Internal audience	For specific messages only. Punctual.
<b>Targeted emails</b>	Internal audience	As requested
<b>Social Media: X and Bluesky</b>	All	Several times per week.
<b>Social Media: LinkedIn</b>	Special focus on companies and other research centers. All considered	Several times per week.
<b>Social Media: YouTube</b>	All	Yearly
<b>Social Media: FlickR</b>	All	Yearly
<b>Social Media: Instagram</b>	Special focus on society at large, but all audiences considered.	Several times per month.
<b>Public Relations</b>	Mass media and society at large.	Several times per month.

## 7. Timeline and planning

Approximate timeframe of the strategy:

	2025											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Set-up</b>									Preparation and set up of AT's comm strategy			
<b>Milestones</b>												Approval of Strategy, New website
<b>Events</b>		B4I	B4I	B4I	B4I	B4I	B4I		Researchers Night, Teambuilding	B4I, AT Seminar	B4I, Science Week, EC Network, AT Seminar	B4I, AT Seminar

	2026											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Milestones</b>	Publication of new website (3 languages). Instagram launch, application to become FECYT'S UCC+I		Newsletter launch			Newsletter	New AT video, Website revision (improvements)	Check for FECYT's Comm calls	Newsletter			Newsletter
<b>Events</b>	AT Seminar	B4I, 11F, EC Network, AT Seminar	B4I, AT Seminar	B4I, AT Seminar	B4I, Pint of Science, AT Seminar	B4I, EC Network, AT Seminar	B4I		Researchers Night, Teambuilding, EC Network, AT Seminar	B4I, AT Seminar	B4I, Science Week, AT Seminar	B4I, EC Network, AT Seminar
<b>Annual internal comm. analysis</b>											Analysis and tweaks as needed	

	2027											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Milestones</b>			Newsletter		New audiovisual content	Newsletter	Website revision (improvements)	Check for FECYT's Comm calls	Newsletter			Newsletter
<b>Events</b>	AT Seminar	B4I, 11F, AT Seminar	B4I, EC Network, AT Seminar	B4I, Pint of Science, AT Seminar	B4I, AT Seminar	B4I, EC Network, AT Seminar	B4I		Researchers Night, Teambuilding, EC Network, AT Seminar	B4I, AT Seminar	B4I, Science Week, AT Seminar	B4I, EC Network, AT Seminar
<b>Mid-strategy evaluation</b>										Mid-strategy evaluation		

	2028											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Milestones</b>			Newsletter		New audiovisual content	Newsletter	Website revision (improvements)	Check for FECYT's Comm calls	Newsletter			Newsletter
<b>Events</b>	AT Seminar	B4I, 11F, AT Seminar	B4I, EC Network, AT Seminar	B4I, Pint of Science, AT Seminar	B4I, AT Seminar	B4I, EC Network, AT Seminar	B4I		Researchers Night, Teambuilding, EC Network, AT Seminar	B4I, AT Seminar	B4I, Science Week, AT Seminar	B4I, EC Network, AT Seminar
<b>Annual internal comm. analysis</b>											Analysis and tweaks as needed	

	2029											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Milestones</b>			Newsletter		New audiovisual content	Newsletter	Website revision (improvements)	Check for FECYT's Comm calls	Newsletter			Newsletter
<b>Events</b>	AT Seminar	B4I, 11F, AT Seminar	B4I, EC Network, AT Seminar	B4I, Pint of Science, AT Seminar	B4I, AT Seminar	B4I, EC Network, AT Seminar	B4I		Researchers Night, Teambuilding, EC Network, AT Seminar	B4I, AT Seminar	B4I, Science Week, AT Seminar	B4I, EC Network, AT Seminar
<b>Preparation of Strategy for 2030-2035</b>						Preparation of AT's Communication and Outreach strategy for 2030 onwards.						

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## 8. Resources

As of 2025, the Agrotecnio communications team is constituted by two people with a background in journalism and corporate communications. The Agrotecnio staff works with external providers to ensure that the objectives are met. Every year, the communications team will prepare a budget for yearly communication activities aiming to achieve the objectives fixed in the Agrotecnio's communication & outreach strategy.

Agrotecnio's communications team will seek collaborations with other entities to expand its reach and impact. For example, in 2025, a new collaboration with the Lleida Provincial Council (Diputació de Lleida) will begin for the 2026 Breakfast4inno cycle.

In addition, the team will also be on the lookout for calls for proposals and funding opportunities for communication projects and activities, such as the calls for scientific communication projects organised by FECYT, for which an application has been submitted (Ciencia en Ruta, Agrotecnio on tour) in 2025. In 2026, it is foreseen that the Agrotecnio Communication team prepares its application to become a "Unidad de Cultura Científica y de la Innovación" (UCC+I). These units are official agents in the communication, dissemination and promotion of science, technology and innovation in Spain.

## 9. Expected impact, monitoring and improvement

An effective communication strategy requires planning, scheduling and periodic monitoring for improvement. A yearly analysis of results will be made for assessing performance and compliance with the objectives. This analysis will be shared and discussed between the Communication department and the Direction of the center. In 2027, these strategy objectives will be modified as needed. In 2029, an in-depth analysis of the impact of communication activities will be carried out in order to prepare the center's next strategy.

A set of quantitative Key Performance Indicators (KPIs) has been defined to support the planning and evaluation of Agrotecnio's Outreach and Communication Strategy. These indicators will help track progress and ensure consistency. Due to the long term of this KPIs will be revised annually in order to adjust them to evolving trends (e.g., disappearance of a social media channel, algorithm changes, etc.).

Outputs	2024 data	2025	2026	2027	2028	2029
Website: unique visitors per year	6.000	6.500	7.000	8.000	9.500	10.000
Social media: LinkedIn Followers	1.461	2.000	2.500	3.000	3.500	4.000
Social media: X Followers	1.100	1.300	1.400	1.500	1.600	1.700
Social media: Bluesky Followers	-	50	100	250	400	500
Social media: Instagram Followers	-	-	200	500	750	1.000
Social media: YouTube views	-	-	200	300	400	500
PR: Press Releases sent	35	40	40	40	40	40
PR: Media appearances	60*	80	150	300	600	800
Internal communication: Newsletters sent	0	0	2	4	4	4
Internal communication: Early Career Network events	0	1	4	4	4	4
Internal communication: Teambuilding satisfaction rate	Over 8/10					
Organisation of international conferences	1	1	1	2	2	2

\*Estimated

# ANNEXES

**Table S1.** *Communication, dissemination & exploitation. What is the difference and why they all matter.*  
[Permalink](#)



**EUROPEAN UNION** #HorizonEU

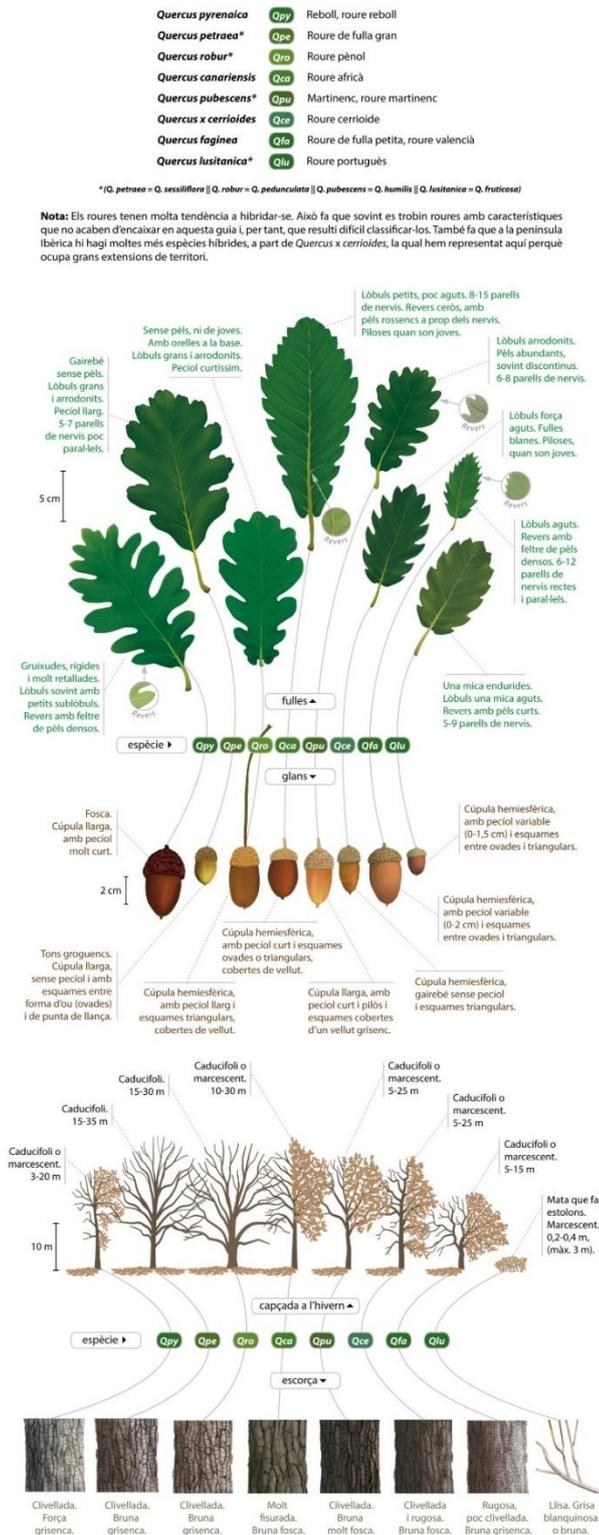
## COMMUNICATION, DISSEMINATION & EXPLOITATION WHAT IS THE DIFFERENCE AND WHY THEY ALL MATTER

Communication	Dissemination	Exploitation
Inform, promote and communicate activities and results	Make knowledge and results publicly available free of charge	Make concrete use of results for commercial, societal and political purposes
<b>For whom</b> Citizens, stakeholders and the media	<b>For whom</b> For those who can learn and benefit from the results, such as: scientists, industry, public authorities, policymakers, civil society	<b>For whom</b> For those who can take the results forward or invest in them, such as: researchers, stakeholders, industry (also SMEs), public authorities, policymakers, civil society
<b>How</b> ✓ Having a well-designed strategy ✓ Conveying clear messages ✓ Using the right channels	<b>How</b> Publishing results in: ✓ Scientific magazines ✓ Scientific and/or targeted conferences ✓ Databases	<b>How</b> ✓ Creating roadmaps, prototypes, software ✓ Sharing knowledge, skills, data
<b>When</b> From the start until the end of the action	<b>When</b> ✓ Anytime, as soon as results become available ✓ Up to four years after the end of the project	<b>When</b> ✓ Towards the end of the action and beyond, as soon as exploitable results are available ✓ Up to four years after the end of the project
<b>Why</b> ✓ Engage with stakeholders ✓ Attract the best experts ✓ Raise awareness of how public money is spent ✓ Show the success of European collaboration	<b>Why</b> ✓ Maximise the impact of the action ✓ Allow other researchers to go a step forward ✓ Contribute to the advancement of world class knowledge ✓ Make scientific results a common good	<b>Why</b> ✓ Lead to new legislation or recommendations ✓ For the benefit of innovation, the economy and society ✓ Help to tackle a problem and respond to an existing demand
It is a legal obligation! Article 17 of Horizon Europe Grant Agreement	It is a legal obligation! Article 17 of Horizon Europe Grant Agreement	It is a legal obligation! Annex 5: Specific Rules and Article 16 of Horizon Europe Grant Agreement

**HORIZON EUROPE**

Figure S1. Example of CREAM's dissemination infographic

### Com diferenciar els roures autòctons peninsulars



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EXCELLENCE IN  
AGRICULTURE AND FOOD RESEARCH