



FEASTS

Fostering European Cellular Agriculture
for Sustainable Transition Solutions

FEASTS: Communication, Dissemination and Exploitation Plan

Deliverable 7.3

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Executive Summary

The FEASTS project is committed to fostering a comprehensive and impactful approach to communication, dissemination, and exploitation. The Communication, Dissemination and Exploitation Plan (CDEP), constituting Deliverable 7.3, has been updated at Month 18 and outlines how we aim to achieve these goals, ensuring that all stakeholders are informed, engaged, and able to benefit from FEASTS research and other project outputs.

This plan details the objectives, target groups, and communication & dissemination strategies, and provides an overview of exploitation methodology approaches, goals and initial exploitation framework. Following a detailed stakeholder mapping exercise by FEASTS partner CSCP, which has performed an in-depth characterization of stakeholder groups, defined 13 stakeholder personas and created a stakeholder engagement plan for the project moving forward, this plan refines the approach to key audiences, including researchers, food industry actors, farmers, policymakers, and consumers. Based on an advanced understanding of these groups, the CDEP further tailors key messages and dissemination efforts to maximize reach and impact.

Consortium partners and stakeholders are integral to successfully communicating and disseminating project results. Their active participation and collaboration ensure the impact and further exploitation of project outputs. FEASTS' communication and dissemination strategy entails clear, concise, and compelling messages tailored to each target group; a distinct visual identity; a dedicated project website and social media channels; a set of communication tools to facilitate partner communication activities and leverage events and networking opportunities to disseminate project findings among partners and stakeholder networks. A commitment to open science principles promotes transparency, reproducibility, and collaboration, and enhances trust in FEASTS' research findings. The initial exploitation framework is the first step in translating project results into tangible benefits. The CDEP includes the development of a Digital Outputs Management Plan to ensure that the data generated is managed, shared, and utilized effectively.

List of Abbreviations

CM/CSF – Cultured Meat and Seafood
CDEP – Communication, Dissemination and Exploitation Plan
CDE – Communication, Dissemination and Exploitation
CDB – Communication and Dissemination Board
KER – Key Exploitable Results
DOMP - Digital Outputs Management Plan
DMP – Data Management Plan
TEA – Techno-Economic Analysis
LCA – Life Cycle Analysis
SLCA – Social Life Cycle Analysis
FAO – Food and Agriculture Organization
OCB – Office of Climate Change, Biodiversity and Environment
EC – European Commission
EFSA – European Food Safety Authority
USDA – U.S. Department of Agriculture
DOI – Digital Object Identifier
DPO – Data Protection Officer
IPR - Intellectual Property Rights

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1. Introduction

Demand for meat is soaring and is projected to double by 2050. Livestock farming, excluding aquatic animals, generates approx. 17% of total global greenhouse gas (GHG) emissions while it supplies only 37% of global proteins and 18% of global calories. Demand for seafood is also rising, whereas production faces capacity challenges due to overfishing and degradation of wild fish stocks. A projected 20% growth of seafood production by 2050 is solely based on increased aquaculture, which is associated with environmental and health challenges due to habitat destruction, pollution, diseases, parasites, genetic impact on wild populations, and chemical contaminations of the product.

Provided vital challenges are addressed, cultured meat and seafood (CM/CSF) hold the potential to transform animal protein production and help meet growing global demand, while mitigating the adverse environmental and health impacts related to intensive animal farming and improving animal welfare.

To understand and address these challenges, FEASTS is conducting rigorous analyses regarding the sustainability, ethics, nutritional value, health, risks and economic and societal impacts of cell-cultured meat and seafood. Results may reveal opportunities to effectively (re)organize the food system and establish resilient CM/CSF value chains in the EU.

Through advanced research, interdisciplinary collaboration, and stakeholder engagement, FEASTS employs a food-systems thinking approach to help understand the role of CM/CSF in a resilient, equitable, and sustainable food system. A mission-led approach will serve to develop standards that can shape future development and implementation of CM/CSF technologies based on transparency, open science, and informed by ethical considerations.

1.1 Purpose of the Communication, Dissemination and Exploitation Plan

This document is an update of the initial CDEP, which was delivered at M6 of the project. Communication, dissemination, and exploitation (CDE) are key activities in FEASTS. This plan aims to maximize the project's impact through efficient and targeted activities that reach relevant FEASTS target groups. Engagement and co-creation strategies will help responsibly

address the opportunities and challenges expressed by stakeholders. It will also allow the ongoing refinement of tools and methods to the specific perspectives of various target groups and serve as the main guide for activities in WP 7, identifying target audiences, refining the key messages aimed at different target audiences, and planning how to address the messages to each group. The document also details a plan for the implementation of CDE activities, defines how these activities are recorded and evaluated and stipulates procedures related to communication and dissemination for project partners.

The CDEP includes an updated description of the target groups identified in the 1st version of this document, key messages refined based on the descriptions in the Multi-Stakeholder Map and Engagement Plan, along with the original tools and media channels, communication and dissemination metrics and KPIs. The effectiveness of activities will continue to be monitored throughout their duration, and improvement measures will be implemented as needed.

The CDEP includes an initial framework of exploitation, providing an overview of the approach for developing FEASTS' key results and achieving impact. Successful exploitation hinges on the direct involvement of key players in the External Stakeholder Board, which currently consists of 23 organizations and continues to grow. The expectation is for the Board to consistently support the project dissemination and exploitation activities. Connections with international organisations such as the Office of Climate Change, Biodiversity and Environment (OCB) at the Food and Agriculture Organisation (FAO) and Good Food Institute (GFI) will further grow the integration of the outcomes and main findings of the project in the existing body of knowledge for the CM/CSF sector. Meanwhile, the dedicated Digital Outputs Management Plan (DOMP) is a roadmap to secure open access to the project's core digital outputs. The DOMP is a living document to be updated in step with major milestones throughout project implementation.

The Communication, Dissemination and Exploitation Work Package leader is EIT Food CLC NE, benefiting from essential support from all other Work Package leaders, who along with designated project partners constitute the Communication, Dissemination, and Exploitation Board (CDB). The plan is based on the premise that all FEASTS consortium partners are actively involved in Communication and Dissemination activities, reflecting their role in the project, and will communicate and disseminate to their networks, while actively seeking opportunities for further outreach.

2. Objectives and Impact

The objective of FEASTS' communication and dissemination activities defined in WP7 is to share the project's findings among relevant target groups and to encourage engagement and uptake of the results. Special attention will be paid to activities that address consumers and farmers, as their acceptance and active participation in the transition are essential to FEASTS' impact. FEASTS core outputs will be designed and/or adapted in a way that allows their communication in an accessible, direct, and engaging way. All communication tools are designed and managed taking into account learnings from the recent FAO communication toolkit on food biotechnologies.¹

2.1 Objectives

The communication and dissemination objectives of WP7 are as follows:

1. Communicate the project scope, goals, progress, expected and achieved results, and potential opportunities and challenges of CM/CSF via publications, conferences, and other dissemination channels to raise FEASTS' profile and foster opportunities for impact through researchers, policymakers, society, and other key stakeholders.
2. Enable the uptake of the research findings by relevant stakeholders in academia and the food value chain to ensure impact.
3. Identify target groups through participatory and co-creation activities and establish two-way communication with interested actors.
4. Leverage the networks and outreach capacity of consortium partners vis-a-vis target groups.
5. Explore synergies between planned events and FEASTS-dedicated activities to create networking opportunities and encourage collaboration between project partners and stakeholders.
6. Exploit synergies with relevant projects and initiatives to enhance the impact of FEASTS.
7. Implement a structured action plan of interventions advocating for relevant policy change.
8. Exploit the results through a funding watch and establish an International Cell Agri hub upon completion of the project.

¹ FAO. 2020. Developing a communication toolkit on food biotechnologies - Proceedings of the 2020 technical consultation meetings. Rome. <https://doi.org/10.4060/cb2022en>

The effectiveness of these activities will be measured through the number of articles published in scientific journals and the media, posts, and articles on the project's channels and their reach, references on other websites, presentations, workshops, and other engagement activities.

2.2 Impact

The above objectives are in place to support the expected impacts of the project:

Scientific advancement

- Establishing validated methodologies to identify unaddressed technical challenges and bottlenecks connected to the production of CM/CSF, providing solutions to drive further research and innovation in production, safety, and nutritional performance.
- Integrating critical control points into safety assessment protocols, establishing robust and tailored food safety frameworks in alignment with EFSA guidelines and international best practices.
- Fostering academic/industry collaboration, providing open access information.

Economic gains

- Increased competitiveness of the European CM/CSF sector, with established stewardship model dynamics.
- Knowledge and guidelines necessary to inform viable scale-up / scale out pathways for CM/CSF production.
- Contributing to the resilience and security of the EU food system.

Societal

- Increased transparency and direct access to relevant information (on food safety/nutritional value etc.) for consumers.
- Assessment and definition of alternative business models for farmers/aquafarmers and main actors in the current meat/seafood supply chain.

2.3 Definitions

The CDE strategy follows a structured approach to maximize impact. While these three elements are connected and function in synergy, they serve different purposes:

Communication is conducted to raise awareness and engage broader audiences. Through digital media, and public campaigns, FEASTS promotes sustainable food innovations to foster interest and engagement.

Dissemination is focused on sharing with stakeholders the knowledge and results generated by the project. This will ensure that findings reach academia, industry, and policymakers and is achieved through scientific publications, conference presentations, and contributions to policy discussions.

Exploitation ensures that the project results have a lasting impact by facilitating adoption and/or commercialization of relevant results. This includes engaging academia, businesses, policymakers, and EU initiatives to create opportunities for market uptake and regulatory support.

These elements ensure that the project findings are shared widely and effectively adopted and leveraged for sustainable food system transformation.

3. Target Groups

FEASTS will plan and deliver tailored communications to diverse audiences, where possible, fostering their engagement with the project while acknowledging their needs and concerns. Dissemination of relevant results across the target groups will ensure that project findings reach the audiences that have the potential to magnify FEASTS' impact.

3.1 Researchers and Academia

Description: Researchers and academic communities working in the fields of bioprocessing, cellular agriculture, food systems, sustainability, nutrition, health, safety, and food law are key targets for FEASTS' communication and dissemination efforts. This group encompasses universities, research institutes, and private sector R&D departments in startups and conventional food or biotech companies. They all require information regarding technical, regulatory, and financial aspects to advance safe and scalable CM/CSF technologies.

Objective: Support research development in the field of CM/CSF.

Activities: To keep this target group updated about ongoing research and the latest developments of the project, FEASTS partners will:

- Disseminate research findings through publications in open-access, peer-reviewed scientific journals to ensure transparency, accessibility, and academic rigour,
- Share insights and preliminary results by submitting abstracts to relevant academic conferences and scientific events, allowing early engagement with the research community,
- Engage with broader audiences by delivering presentations and participating in discussions at international, national, and local forums, including seminars, webinars, and workshops aimed at both specialized and non-specialized public.

This target group, along with industry and food system actors, will benefit directly from the platform for safe data sharing and the food-grade open-access FEASTS cell line and share it with interested stakeholders. Key Exploitable Results (KERs) for researchers and CM/CSF producers include the bioprocess specification matrix, catalogues, and reports on the key steps of the production of CM/CSF (from a choice of cell lines to food formulation and nutritional outcomes). Defined standard practices and curated information can be used as a base for developing new models.

3.2 Investors and Accelerators

Description: Investors and accelerators are essential to the development of the CM/CSF sector, providing capital for further R&D, upscaling and commercialization, investing in marketing and branding, attracting talent, and building partnerships and value chains. This group encompasses venture capitalists, banks and financial institutions and startup accelerators providing essential funding, as well as consultants offering advice on business development, regulatory strategy, and technical implementation.

This group is the financial backbone of the CM/CSF sector, enabling research, financing innovation and providing strategic expertise. Currently, this group urgently needs clarity on regulatory frameworks to reduce uncertainty and accelerate long-term investment planning. It also needs information on technological progress and the cost-effectiveness of CM/CSF technologies, such as improvements in bioreactor efficiency, media optimisation, and scale-up technologies. They require data on consumer perceptions and potential behavioural shifts related to cell-cultured food as well as information helping them navigate ethical issues connected to the sector.

Objective: Effectively communicate and disseminate to investors and accelerators the project findings regarding technological progress, economic, market and sustainability aspects, and new value chain opportunities around CM/CSF.

Activities: To reach this audience FEASTS will engage in the following activities: submit abstracts and participate in events attended by this target group such as Anuga FoodTech, MEVO, Bridge2Food Summit, EIT Food's Next Bite, and others; disseminate detailed reports on the CM/CSF economic potential coupled with sustainability impact, research findings, methodologies, and implications; communicate through the FEASTS website and social media channels, and those of partners' to share insights, infographics, and links to more detailed reports; participate in networking events; take advantage of vulgarization opportunities in titles such as Horizon Magazine, Food Unfolded, Food Navigator; distribute press releases to media targeted at investors and the financial sector and general interest media.

These platforms and tools will ensure effective communication and dissemination of relevant FEASTS research findings to investors, enhancing their understanding, further improving informed investment decision-making and fostering trust in the CM/CSF sector. They will be able to access FEASTS white papers detailing systems dynamic modelling, techno-economic, life cycle, and social life cycle analyses for informed insights into the impact and economics of CM/CSF technologies.

3.3 Industry and Food System Actors

Description: For the purposes of communication and dissemination, this group is defined as suppliers providing essential inputs for CM/CSF production, companies/startups producing CM/CSF products and ingredients, as well as distributors and sellers. However, this target group also extends to incumbent meat industry actors who may not be well informed about the progress in cell-cultured meat and seafood technologies and may not be aware of their impact on value chains and the food system they are a part of. Engaging with this group is key for communicating the potential opportunities related to the adoption of CM/CSF technologies, as interest from established companies and startups can potentially result in the uptake of the project findings in the future. By investing in research and promoting it, the food industry can also drive innovation and increase awareness about and demand for CM/CSF, while production and marketing activities from adopters could contribute to making CM/CSF products accessible to many. Their feedback can provide valuable insights into the project.

Objective: Inform about the technological progress and potential impact of CM/CSF on the food system.

Activities: This audience can be effectively reached through presentations at industry events, and trade fairs, as well as communication via digital and traditional media channels such as online articles, social media posts, press releases, articles, and interviews. The content will be adapted from reports, white papers, policy briefs, and other outputs of the FEASTS project.

The KERs aimed at this group are the bioprocess specification matrix, catalogues and reports, as well as the data-sharing platform and FEASTS cell line.

3.4 Farmers and Aquafarmers

Description: Farmers and aquafarmers are a key FEASTS audience and at the same time, they are a stakeholder group vital to the CM/CSF sector, producing essential raw materials for bioprocessing like starter cells and media components. As technology for food from bioreactors gains traction, they are faced with the need to prepare for their future role in the food system and explore areas of potential collaboration. For some farmers and aquafarmers CM/CSF may be an opportunity to diversify production and revenue streams to mitigate climate risk and adapt to changing consumer preferences, as well as leverage policy-backed

support measures aimed at sustainability and ecosystem targets. Simultaneously, they currently lack knowledge and awareness about most aspects of CM/CSF production and marketability, face uncertainty about its long-term market prospects, and have limited understanding of where the sector is heading or the opportunities it may offer them. They are also concerned about being marginalized in discussions and eventual policymaking, which may leave them sidelined in a future food system.

This is why engaging in active, open and respectful dialogue with farmers and aquafarmers is crucial for FEASTS research and this will be the tone guiding communication and dissemination.

FEASTS acknowledges that the adoption of cellular agriculture is predicated on consumer acceptance on one hand and on the other on attitudes of farmers and aquafarmers. The project partners recognize that engaging with this audience is a significant challenge and should happen only once this stakeholder group has been fully mapped, its perspectives understood, and key messages refined to resonate with the findings.

Objectives: Share up-to-date research to help farmers and aquafarmers make informed decisions and plans to improve the resilience of their operations.

Activities: Effective strategies for reaching this audience include targeting specialist magazines such as La France Agricole and Matériel Agricole (France), topagrar.de and Profi (Germany), or Tierras and Interempresas (Spain). Additionally, participating in farming industry conferences to showcase the project and directly engage with this target audience, and inviting representatives of farmers to panel discussions, workshops, webinars, policy briefings and co-creation activities can help them voice their perspectives and understand the opportunities offered by CM/CSF. Potentially, farming associations can promote some findings to their networks, communities, and stakeholders. This approach is a potential avenue to interest some farmers in cellular agriculture, benefiting the entire food system.

The key exploitable result directed at this target group is the blueprint for meat farmers and aquafarmers detailing the opportunity to adapt their infrastructure to producing CM/CSF; and the blueprint being tested at one or more meat farms.

3.5 Policymakers and Regulators

Description: This group is made up of diverse institutions which influence different jurisdictions and mandates: food safety authorities responsible for risk assessment, labelling,

and product approvals (e.g., EFSA); environmental authorities; tax and trade authorities; ministries; innovation authorities and policy-making bodies at local, national and EU level. They play a key role in both fostering (or hobbling) the growth of the sector as well as creating an environment supportive of the responsible growth of the CM/CSF sector.

Policymakers and regulators require trustworthy, objective analyses, assessments, and recommendations for informed decision-making and drafting regulatory frameworks and policies regarding CM/CSF, ensuring that consumers have access to safe, nutritious, and adequately labelled products of cellular agriculture. A fundamental need is robust scientific and safety data to assess the nutritional equivalence of CM/CSF and identify potential hazards. Structured collaboration with producers and researchers is essential as are assessments and modelling tools that enable policymakers to evaluate environmental risks, economic impacts, and public health implications of cell-cultured meat and seafood.

Objective: Inform about the multidimensional impact of CM/CSF and provide science-based recommendations contributing to legal and policy frameworks in Europe.

Activities: To ensure that this target group has access to relevant FEASTS findings, dedicated stakeholder dialogue workshops will be organized to foster direct engagement with policymakers (EFSA, DG SANTE, DG AGRI, national representatives, national food safety authorities) and ensure capacity-building and future exploitation. Activities will aim to engage both European and national authorities and build contacts conducive to advocacy, ensuring the interests of key stakeholders are represented. FEASTS will also share its relevant findings at events which attract policymaking circles (Next Bite, FEASTS final event, etc.) and via workshops and interviews commissioned by EU entities. FEASTS will work with related EU projects and other initiatives devoted to protein diversification and biotechnologies to feedback the required information to policymakers and promote understanding of project impacts.

KERs aimed at this target group will be FEASTS white papers including systems dynamic modelling, TEAs, LCAs, SLCA, and a strategic roadmap developed for CM/CSF. The goal for these white papers is to be cited and used as references by policy and decision makers such as FAO, the EC, and national parliaments by relevant working groups on cellular agriculture. Equally, the aim for food labelling guidelines resulting from FEASTS research is to be taken into due consideration in the framework of the current proposal for a revision of the Regulation on Food Information to Consumers, while the goal for the critical control points for food safety

established by FEASTS is to become integrated and further discussed in the framework of EFSA Novel Foods risk assessment procedures.

3.6 General Public incl. Consumers and Civil Society

Description: Consumer acceptance is critical for the market success of novel foods. Therefore, communication and engagement with consumers to understand their preferences, concerns, and expectations will inform FEASTS research. The resulting findings and insights will, in turn, provide support for producers and retailers in developing formulations, products, and messaging to meet market demands and build effective marketing strategies.

This stakeholder group is the broadest and most diverse, in demographics but also values, food habits, and openness to food innovation. Despite rising interest, consumer acceptance remains tentative. Key concerns include unfamiliarity with CM/CSF technology, questions about food safety, perceived unnaturalness, and doubts about taste and texture. Many consumers have questions regarding processes, food industry transparency, and perceived health risks, as well as ethical doubts and those pertaining to pricing.

Objectives: Provide answers to persisting questions regarding CM/CSF by delivering transparent, scientifically backed information about the benefits and risks/unresolved issues around CM/CSF, presented in a simplified and accessible way to foster public trust and support informed consumer choices.

Activities: Such activities as planned consumer living labs in three markets (France, Germany, and Denmark) held to assess CM/CSF product concepts and contribute to the design of marketing strategies, are an engagement activity but also a communication and dissemination opportunity. Activities include raising awareness of the CM/CSF environmental, health, and ethical impacts established by FEASTS via social media campaigns built around clear and accessible descriptions of production methods, nutritional value, food safety, regulatory oversight, environmental impacts and animal welfare and ethical issues. The content will be adapted from the outputs of the FEASTS project. Other ways of reaching consumers are through consumer organizations such as those propagating a shift to diverse sources of proteins like Proveg and Eating Better Alliance. Relevant information about the project and its outcomes, invitations to workshops, and other activities are important for disseminating and communicating the project results and ensuring transparency.

4. Key Messages

FEASTS communication activities present it as a project that employs advanced research, interdisciplinary collaboration, and stakeholder engagement in a food-systems thinking approach to help understand the role that CM/CSF might play in a resilient, equitable, and sustainable food system. FEASTS' key messages are a tool to effectively support this aim. They are clear, concise statements that communicate the project's core purpose, values and strategic objectives. They are designed to ensure consistent and engaging communication across all platforms and by all partners. These messages serve as a foundation for raising awareness, building trust and encouraging engagement among the project's target groups, from policymakers and researchers to industry stakeholders, farmers and aquafarmers, and the general public.

The key messages were developed in collaboration with the CDB and have been further refined and elaborated based on the outcomes of the Stakeholder Mapping and Engagement Plan. This document provided further understanding of the perspectives of the different target groups and has helped identify and hone key messages for different target groups to ensure that they reflect both the scientific foundations of the project and the real-world concerns of stakeholders. Thanks to this approach, FEASTS communications can address the target groups' specific concerns and points of view, so that they are informed by the project's research goals, its commitment to sustainability and social relevance, and the practical needs of those who may apply or benefit from its findings.

4.1 Main FEASTS Message

FEASTS is a groundbreaking, collaborative research program with the goal to deliver a comprehensive, unbiased knowledge base about cultured meat and seafood technologies, and their place in the food system.

Through advanced research, interdisciplinary collaboration, and stakeholder engagement, FEASTS employs a food-systems thinking approach to help understand the role CM/CSF might play in a resilient, equitable and sustainable food system.

Based on a mission-led approach, FEASTS is developing standards that can shape future development and implementation of CM/CSF technologies based on transparency, open science, and informed by ethical considerations. By championing responsible and sustainable

innovation, FEASTS will help guide the development of this field to maximize the promise of CM/CSF in the most efficient and socially responsible way possible.

4.2 Messages Tailored for Each Target Group

Table 1: Key messages directed at FEASTS target groups.

Target Group	Key messages
Researchers and academia	• FEASTS will provide openly available information and solutions to technical challenges and bottlenecks connected to the production of CM/CSF, allowing researchers and industry to build on the knowledge gathered and expanded by FEASTS. This includes standardized safety assessment protocols for CM/CSF production. • FEASTS will provide a comprehensive review of existing CM/CSF technologies and available processes: cell types, media, scaffolds, bioreactors, and food formulations. • FEASTS will map technologies, criteria, and methodologies to develop culture-specific medium and scaffold materials and their ingredients and develop strategies to obtain these materials in a cost-effective, sustainable, food-safe, and ethically responsible way. • FEASTS is developing a food-grade-open access cell line, with defined biological identity, high biomass conversion rates and differentiation/maturation capacity produced according to FEASTS criteria.
Investors and accelerators	• FEASTS is advancing scalable solutions for the CM/CSF industry by mapping technologies, criteria, and methodologies to develop culture-specific media and scaffolding materials. The project addresses key bottlenecks for commercial viability by focusing on sourcing these components in ways that are cost-efficient, sustainable, food-safe, and ethical. • The project explores drivers and barriers of consumer acceptance and the strategies for consumer engagement with CM/CSF, assessing product concepts and contributing to the design of marketing strategies. • The project will provide a comprehensive and balanced overview of ethical opportunities and risks associated with CM/CSF. It addresses its potential ethical implications in areas relating to the ecosystem, human health, food justice and security, socio-economic outcomes, reputational dimensions and animal welfare. These implications are assessed in the context of conventional meat and other protein sources.
Industry and food system actors	• FEASTS will provide technological knowledge and guidance to foster novel key enabling technologies and processes (KETP) to

	produce responsible and sustainable cell-based food including cost-effective solutions for culture media and scaffolding. • FEASTS will provide an overview of existing bioreactor concepts and processes and propose sustainable and standardizable solutions. • FEASTS will assess the environmental, economic, and social impacts of different types of cultured products (structured, hybrid, non-structured) and production methods (centralized, decentralized) by comparing them to traditional products or other alternative proteins.
Farmers and aquafarmers	• FEASTS' mission-led approach serves to develop standards that can shape future development and implementation of CM/CSF technologies based on transparency, open science, and informed by ethical considerations. The project will establish a stewardship model to guide the just development and potential implementation of CM/CSF technologies in the EU in a way that considers the perspectives of all stakeholders. • FEASTS employs food-system thinking and co-creation strategies to deliver rigorously assessed transition plans and alternative business models, supporting farmers and aquafarmers in their response to changing markets and in diversifying their revenue streams.
Policymakers and regulators	• FEASTS addresses the regulatory and food-safety framework of CM/CSF in Europe by providing open, independently verified research, in close cooperation with EFSA, leading to the definition of an adjusted framework for food safety analytics and standards. • FEASTS will produce food labelling guidelines encompassing a matrix of nutrition, needs related to safety and sustainability labelling as well as voluntary claims and recommendations for CM/CSF-specific labelling. • FEASTS is a resource for policymakers and regulators, open to dialogue and feedback, addressing sustainability, ethics, nutritional value, health, and economic and societal impacts and ready to address further knowledge gaps. It has the ambition for project findings to serve as a support tool for informed policy and decision-making in the EU.
General public	• FEASTS focuses on the health and safety of CM/CSF by addressing knowledge gaps in nutrition and food safety with rigour, transparency, and on open collaboration among producers, regulatory agencies, and independent researchers to provide comprehensive, transparent, and accessible information about its potential health advantages. • CM/CSF have the potential to reduce the use of resources such as water, energy, or land and limit GHG emissions and deforestation. FEASTS is conducting research to provide

	insights into the sustainability of CM/SCF, based on principles of “sustainability by design”.
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5. Communication and Dissemination

5.1 Acknowledgement of EU support

Unless otherwise agreed with the granting authority, communication activities of the beneficiaries related to the action (including media relations, conferences, seminars, information material, such as brochures, leaflets, posters, presentations, etc., in electronic form, via traditional or social media, etc.), dissemination activities and any infrastructure, equipment, vehicles, supplies or major results funded by the grant must acknowledge EU support and display the European flag (emblem) and funding statement (translated into local languages, where appropriate).



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The emblem must remain distinct and separate and cannot be modified by adding other visual marks, brands, or text. Apart from the emblem, no other visual identity or logo may be used to highlight the EU support. When displayed in association with other logos (e.g. of beneficiaries or sponsors), the emblem must be displayed at least as prominently and visibly as the other logos.

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5.2 Communication

5.2.1 Visual Identity

FEASTS has a distinctive visual identity which was designed to ensure recognition and build awareness about the project. The project has its own logo and necessary variants whose use and applications are defined in the FEASTS style guide. The logo and style guide are available for download on the project website to all interested parties including project partners, who

can also access them through the FEASTS Sharepoint, the project's internal communication platform.

All communication tools developed for use in the project including the website, social media channels, report templates, leaflets, roll-up, videos, and animations will adhere to the visual identity.

5.2.1.1 Logo



Figure 1. FEASTS logo with full project name – colour version.



Figure 2. FEASTS logo – colour version.

The colour version of the logo is designed for use on white and pale backgrounds and light or translucent photographs.



Figure 3. FEASTS logo – white versions.



Figure 4. FEASTS logo – black versions.

The black version of the logo is for use on black and white materials, while the white version is designed for use on dark or multicolour backgrounds and photographs.

5.2.1.2 Colour palette

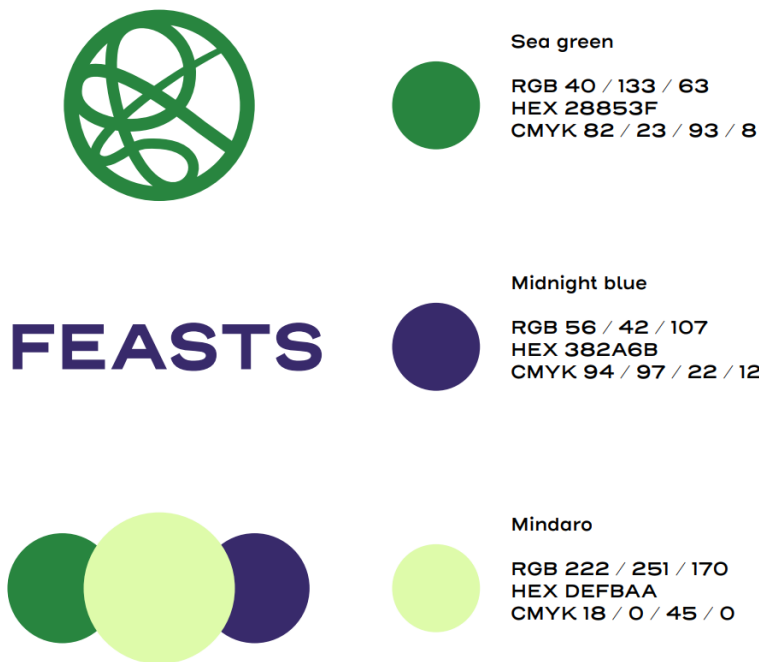


Figure 5. FEASTS logo – colour palette.

In the logo, the vivid 'sea green' paired with bold 'midnight blue' creates a distinct contrast. The palette also includes an auxiliary colour - 'mindaro', used mainly for supporting elements and to add vibrancy.

The secondary colour palette and typography are outlined in the FEASTS brand book accessible on the FEASTS Sharepoint.

5.2.1.3 Templates

The following templates have been designed and are available for partners' use on the FEASTS Sharepoint:

- Deliverable template
- PowerPoint presentation template
- Scientific poster template

5.2.2 Project Website

The FEASTS project website is available at www.feasts-innovation.eu. The website will be maintained by EIT Food for the duration of the FEASTS project and will remain online for 3 years after the completion of the project. It is optimized for desktop computers, tablets, and smartphones. Website analytics on traffic and visitors will be collected, analyzed, and relevant data presented in project reports.



Figure 6. FEASTS website.

It provides an overview of the project's scope, aims, and goals and is a source of constantly updated, accessible information about the FEASTS and all its activities. It is conceived as an information hub aimed primarily at external target audiences, including the scientific community, food system actors who are the project stakeholders, the food industry and related entities, associations, and the general public.

The website has a Content Management System which allows for the majority of necessary modifications to be effectuated by the project partner leading FEASTS communications. All project partners will provide content for the website, such as information about relevant news

and events in which they participate, publications relevant to the project (i.e. deliverables, reports, technical reports), and any other information of interest to enhance the website.

A section of the website is devoted to collecting submissions from stakeholders interested in engaging further with the project. It also features a blog section devoted to interesting content on a wide range of pertinent topics to be provided by partners and stakeholders, driving further engagement and expanding the potential for sharing interesting information.

Traffic to the website will be driven by links between the partners' websites and other relevant websites, providing links to the website on FEASTS social media profiles and on communications tools and dissemination materials.

5.2.3 Social Media

FEASTS' social media profiles have been established to provide information about the project and its objectives, engage target audiences, share project developments, support dissemination, and gather feedback. Twitter and LinkedIn are the primary platforms, updated continuously with relevant content. A YouTube channel hosting video formats, interviews, and other audiovisual outputs will be set up and embedded on the project website.

FEASTS' social media channels will be used to drive traffic to the project website, while content on LinkedIn and Twitter is posted regularly to maximize outreach. By sharing posts, articles, videos and reposting relevant content, FEASTS aims to raise awareness about its research, attract followers and engage stakeholders from all target groups.



Figure 7. FEASTS LinkedIn profile.

The LinkedIn profile at <https://www.linkedin.com/company/feasts/> was set up in January 2024, contains nearly 60 posts, and currently has 1,120 followers with content posted and reposted regularly.



Figure 8. FEASTS Twitter profile.

The Twitter profile <https://x.com/FeastsE89529> was set up in February 2024, contains 30 tweets, and currently has 65 followers with content tweeted regularly.

FEASTS' social media platforms are monitored regularly to analyse engagement metrics and provide input for dissemination reports. Social media efforts are managed by EIT Food with the support of project partners.

EIT Food has developed a content plan and calendar, which will be shared with the consortium in June 2025 to support social media content production. As part of the strategy, one post per week will continue to spotlight a project partner /researcher.

To support this, partners will need to provide an around 100-word post and an accompanying image or graphic. These posts can highlight their role in the project, ongoing developments, dissemination of results, participation in events or networking activities, project progress, relevant updates, and more.

Example of the calendar to be distributed weekly with partners to keep track of posts:

Table 2: Calendar example for partners' weekly social media posts.

	Partner	Date	Link
1	IST-ID	3.06.2025	X / LinkedIn
2	Nord	10.06.2025	
3	INL	17.06.2025	
4	BC	24.06.2025	
5	Fraunhofer	1.07.2025	
6	WU	8.07.2025	

7	NH	15.07.2025	
8	S2Aqua	22.07.2025	
9	TUM	29.07.2025	
10	UM	5.08.2025	
11	ACIB	12.08.2025	
12	Vital Meat	19.08.2025	
13	Gourmey	26.08.2025	
14	Cultimate Foods	2.09.2025	
15	EurA	9.09.2025	
16	Ecoinnovazione	16.09.2025	
17	RESPECTfarms	23.09.2025	
18	AU	30.09.2025	
19	CSCP	7.10.2025	
20	Unibo	14.10.2025	
21	ULUND	21.10.2025	
22	EHU	28.10.2025	
23	Innovethic	4.11.2025	
24	SAFE	11.11.2025	
25	AC IT	18.11.2025	
26	CA Gr	25.11.2025	
27	CAP	2.12.2025	
28	CAG	9.12.2025	
29	ACF	16.12.2025	
30	EIT Food	23.12.2025	
31	Shakeup	2.12.2025	
32	Ruegenwalder Muehle	6.01.2026	
33	CNTA	13.01.2026	
34	NaTurtle	20.01.2026	(if profiles are set up)
35	JACA	27.01.2026	

The social media profiles of project partners have been identified and will be tagged in relevant posts and amplify impact.

Table 3: List of partners' social media accounts.

Partner	Linkedin	X
IST-ID	Instituto Superior Técnico	Instituto Superior Técnico (@istecnico)
Nord University	Nord University	https://x.com/Norduniversitet
INL	INL - International Iberian Nanotechnology Laboratory	INL (@INLnano)
Bruno Cell	Bruno Cell S.r.l.	-
Fraunhofer	Fraunhofer-Institut für Molekularbiologie und Angewandte Oekologie	-
Wageningen University	Wageningen University & Research	Wageningen U&R (@WUR)
NH	New Harvest	New Harvest (@NewHarvestOrg)
S2Aqua	S2AQUAcoLAB	S2AQUAcoLAB (@S2AQUAcoLAB)

Technical University of Munich	Technische Universität München (Technical University of Munich)	TU München (@TU_Muenchen)
Univerza v Mariboru	Univerza v Mariboru	-
ACIB	acib GmbH	-
Vital Meat	VITAL MEAT	-
Gourmey	GOURMEY	GOURMEY (@eatGOURMEY)
Cultimate Foods	Cultimate	-
EurA	EurA AG	EurA (@eura_ag)
Ecoinnovazione	Ecoinnovazione srl	Ecoinnovazione (@ecoinnovazione)
RESPECTfarms	RESPECTfarms	-
Aarhus University	Aarhus University	Aarhus University (@AarhusUni_int)
CSCP	Collaborating Centre on Sustainable Consumption and Production (CSCP)	CSCP (@scp_centre)
Unibo	University of Bologna (Alma Mater Studiorum - Università di Bologna)	university of bologna (@university2738)
ULUND	Lund University	Lund University (@lunduniversity)
EHU	Universidad del País Vasco/Euskal Herriko Unibertsitatea	-
Innovethic	innovethic e.U.	-
SAFE	SAFE - Safe Food Advocacy Europe	SAFE - Safe Food Advocacy Europe (@SafeFoodEurope)
AC IT	Cellular Agriculture Italy	-
CA Gr	Cellular Agriculture Greece	-
CAP	CellAgri Portugal	-
CAG	Cellular Agriculture Germany	CellAg Deutschland (@cellagermany)
ACF	Institut Proteus	Institut Proteus (@institutproteus)
EIT Food	EIT Food	EIT Food (@EITFood)
Shakeup	ShakeUp Factory	ShakeUpFactory (@ShakeUpFactory)
Ruegenwalder Muehle	Rügenwalder Mühle Carl Müller GmbH & Co. KG	Rügenwalder Mühle (@Ruegenwalder)
CNTA	CNTA	CNTA (@CNTA_CIT)
NaTurtle	-	-
JACA	Japan Association for Cellular Agriculture (JACA) 細胞農業研究機構	細胞農業研究機構(JACA) 培養肉 Cellular Agriculture in Japan (@JACA_Japan)

EIT Food will plan and execute social media campaigns on selected dates that align with internationally recognized events relevant to the project's target groups. These campaigns will provide an opportunity to highlight FEASTS' objectives and project results, deliverables, and milestones while engaging key audiences. Examples of relevant dates for these campaigns include:

Earth Day – April 22

World Environment Day – June 5

World Food Safety Day – June 7

World Food Day – October 16

World Vegan Day – November 1

World Protein Day – February 20

These campaigns aim to promote FEASTS's key messages and raise awareness on key topics such as sustainable diets, food safety, nutrition, and innovation. Campaign actions will be designed to drive engagement, enhance project visibility, and support the achievement of communication and dissemination KPIs. Activities may include joint actions with other EU initiatives to create synergies and reach a broader audience.

5.2.4 Newsletter

After M18, a quarterly newsletter will be distributed among the subscriber base, including stakeholders, partners, and interested parties, built via the website as well as partner and stakeholder networks. It will contain information about the project's progress, key updates, new findings, links to project publications, articles, interviews, and other project information. Content linking to the newsletter subscription and content will also be posted on FEASTS' social media channels.

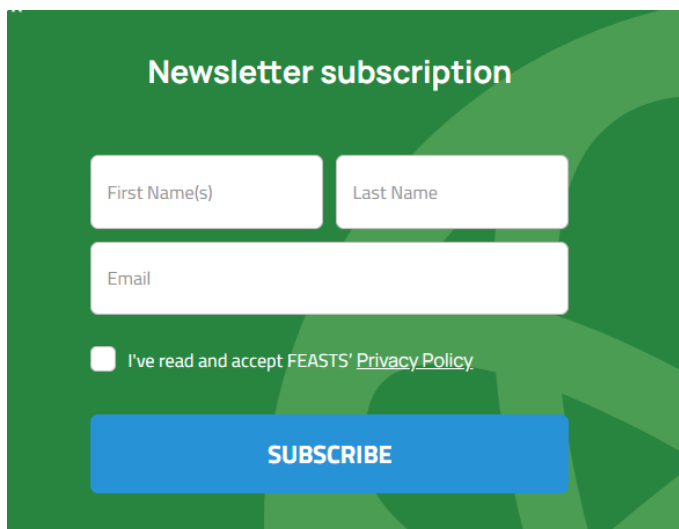
The image shows a newsletter subscription form with a green background. At the top, the title "Newsletter subscription" is displayed in white. Below the title, there are three input fields: "First Name(s)", "Last Name", and "Email". The "First Name(s)" and "Last Name" fields are side-by-side, while the "Email" field is below them. Below the input fields, there is a checkbox with the text "I've read and accept FEASTS' [Privacy Policy](#)". At the bottom of the form, there is a blue button with the text "SUBSCRIBE" in white capital letters.

Figure 9. FEASTS Newsletter subscription.

5.2.5 Press Releases

At least three press releases will be distributed to inform about the project and promote the achievement and results of noteworthy stages, enhancing visibility and public engagement. The first such release was distributed in January 2024, announcing projects launching.

EIT Food will draft press releases with the support of the CDB in English and distribute them at the European level and to international media covering relevant topics, while partners will be encouraged to localize the releases and distribute them to their media lists. The goal is to achieve over 15 media mentions for each press release and ensure distribution across partner countries to maximize local and international reach. Each press release will ensure clear, engaging messaging and will be distributed across relevant media channels to maximize outreach and audience impact.

Upcoming press releases include:

- **Mid-term press release by M19** to highlight progress, key milestones, and preliminary results.
- **The final event press release** will summarize the outcomes of the project and final event, highlight FEASTS' achievements, and long-term impacts, as well as inform about the measures planned for the project's future sustainability to support the future potential of the CM/CSF sector.

To be considered: **press releases or content pitches** aimed at specific sector media targeted at investors or farmers.

5.2.5 Project Materials

EIT Food has developed project materials to support project promotion and partner engagement. The kit includes materials for use at events or in promotional activities:

- **Project leaflet** - provide an overview of the project's scope and objectives for distribution at events.
- **Project presentation** - a tool for showcasing the project's purpose, progress, and goals. Useful for engaging audiences during presentations, workshops, and meetings.
- **Conference poster template** - for poster presentations at events, seminars, and conferences, customizable to suit various needs.
- **Graphic background** - for online meetings to highlight FEASTS branding.
- **Roll-up Banner** - a portable and eye-catching way to display the project's main features, showcasing and enhancing visibility at exhibition booths or event entrances.

These materials aim to increase visibility, simplify complex information, and provide partners with accessible tools to support FEASTS at events and across various platforms. More

materials will be developed, such as factsheets and infographics based on project results, and videos. Content will be updated to reflect the project's progress.

5.2.6 Communication Timeframes

In the initial stages of the project, communication activities have been focused on addressing the research community and stakeholders within the cultured meat space. The goal of these activities is to raise awareness about the project as a collaborative, interdisciplinary approach to identifying and filling knowledge gaps regarding the various aspects of CM/CSF. This positions FEASTS as a potential resource for various target groups and provides reasons to engage with the project. Partners have shared information on FEASTS with their networks and conducted outreach activities as part of their tasks (e.g. CNTA, SAFE, CSCP, EIT Food, Cell-Ag organizations). Social media is used to direct users to the website, link to relevant publications, and consequently drive traffic to the website.

As the project progresses and deliverables become available online, communication and dissemination activities will intensify around these milestones, with social media campaigns across the project's channels and support from partners, culminating at times of key milestones.

To ensure a continued level of communication activities, EIT Food with the support of consortium partners will work to maintain the project in the public eye. Communications activities include announcements of upcoming events and post-event summaries, highlighting notable achievements of project partners related to the project though not necessarily part of the project, publishing project infographics and multimedia content, calls for stakeholders to join the project, and other activities.

5.3 Dissemination

FEASTS dissemination activities have the objective of raising awareness and engaging stakeholders by informing target audiences about the project's results related to sustainability, ethics, nutritional value, health, and economic and societal impacts of CM/CSF and about progress achieved concerning CM/CSF Key Enabling Technologies and Processes that support more sustainable food systems.

5.3.1 Overview of Dissemination Activities

At the mid-point of the project, the CDB will formulate the brief for dissemination activities, including setting clear deadlines for each activity and distributing the workload among

partners. Regular status meetings will help track progress and maintain momentum for all dissemination activities.

FEASTS' central commitment is to deliver a comprehensive, unbiased knowledge base about CM/CSF, and their place in the food system. For the project to achieve the desired impact, scientific and vulgarization articles aimed at different stakeholders will be disseminated, targeting defined project audiences. All IP requirements will be clarified with consortium partners before publication.

5.3.1.1 Events & conferences

A list of potential fairs and conferences was identified at the start of the project and is regularly updated. Events attended by project partners will be scheduled and later summarized in the FEASTS website events section. Partners will deliver presentations about FEASTS showcasing project findings aimed at the research community, industry, investors, and public authorities. The project aims to participate in at least 10 scientific conferences. Those relevant to FEASTS are listed in the table below and on the FEASTS Sharepoint.

Table 4: Key conferences and events.

Event	Date	Website
CARMA Conference 2025	9.09.2025	https://carmahub.co.uk/carma-conference-2025/
3 rd International Cellular Agriculture Conference	16-17.09.2025	https://www.cellag2025.com/
EIT Food Next Bite	15-16.10.2025	https://www.eitfood.eu/next-bite/next-bite-2025
The International Scientific Conference on Cultured Meat (ISCCM)	9-11.11.2025	https://culturedmeatconference.com/
39th EFFoST International Conference 2025	17-19.11.2025	39th EFFoST International Conference 2025 EFFoST
3 rd International Conference of the Portuguese Association for Cellular Agriculture	27-28.11.2025	https://cellagript2025.admeus.org/
Fi Europe	2-4.12.2025	https://www.figlobal.com/europe/en/home.html
The New Food Paradigm Conference	December 2025	
4th Annual Meat Evolution Leaders Summit	11-12.02.2026	https://www.meatevo.com/
Bridge2Food European Summit	June 2026	https://bridge2food.com/summits/europe/
Food4Future	May 2026	https://www.expofoodtech.com/

5.3.1.2 Vulgarization publications

A total of 15 articles written, secured with relevant media, and promoted by different project partners will be published in non-scientific magazines, selected branch media, journals, blogs, and other media relevant to key target groups such as investors, industry players, technological providers, policymakers, social platforms, and the general public. National CellAgris will also promote publications at the national level.

Table 5: Key EU media.

Media outlet	Website
Vegconomist	https://vegconomist.com/
Specialty Food Magazine	https://www.specialityfoodmagazine.com/
Consumer Magazine	https://revista.consumer.es/
Food Navigator	https://www.foodnavigator.com/
Food Unfolded	https://www.foodunfolded.com/
FoodDrink Europe	https://www.fooddrinkeurope.eu/
New Food Magazine	https://www.newfoodmagazine.com/
Sustainability Times	https://www.sustainability-times.com/
Euractiv	https://www.euractiv.com/
Green Queen	https://www.greenqueen.com.hk/

5.3.1.3 Scientific publications

The project plans to produce at least 20 publications in scientific journals led by research partners, as well as poster presentations and project presentations at various conferences. A list of potential scientific journals was identified in the GA and in the table below.

Table 6: Key scientific media.

Journal	Website
International Journal of Molecular Sciences	https://www.mdpi.com/journal/ijms
Journal of Materials Research & Technology	https://www.sciencedirect.com/journal/journal-of-materials-research-and-technology
Nature Food	https://www.nature.com/natfood/
Food Research International	https://www.sciencedirect.com/journal/food-research-international
Journal of Food Engineering	https://www.sciencedirect.com/journal/journal-of-food-engineering
Nature Communications	https://www.nature.com/ncomms/
PLOS One	https://journals.plos.org/plosone/
Nature Biotechnology	https://www.nature.com/nbt/
International Journal of Food Microbiology	https://www.sciencedirect.com/journal/international-journal-of-food-microbiology

Food Microbiology	https://www.sciencedirect.com/journal/food-microbiology
Food Hydrocolloids	https://www.sciencedirect.com/journal/food-hydrocolloids
Journal of Food Engineering	https://www.sciencedirect.com/journal/journal-of-food-engineering
Npj – Science of food	https://www.nature.com/npjscifood/

5.3.1.4 Technical reports

Throughout its lifecycle, the project will produce technical reports including whitepapers, blueprints for farmers, bioprocess specification matrix, catalogues, and others which provide a source of information regarding knowledge and innovation development relevant to various stakeholders.

5.3.1.5 Dedicated events

To ensure continuous and targeted dissemination of the project's main results and raising awareness about the FEASTS project, planned events include:

- 4 workshops with key stakeholders for Food systems Thinking in Task 2.1
- Workshops with CM/CSF producers and innovators as part of Task 2.2
- At least 6 webinars or seminars as part of Task 4.2
- Transnational workshop in Bilbao planned in Task 4.2
- Workshops, co-creation activities, and living labs as part of Task 4.3
- 4 roundtables with farmers and aquafarmers as part of Task 4.5
- Co-organized events with connected projects in Task 7.2

5.3.1.6 Final event with policymakers on Month 36

The FEASTS final event will be a major project milestone, bringing together + 120 attendees including industry professionals, policymakers, academics and researchers and other representatives of key stakeholder groups. Project partners will present insights, project outcomes, and perspectives on sustainable and safe CM/CSF production in the future food system. Brussels has been selected as the location of the high-level event, supporting the goal of gathering key stakeholders and policymakers, influential European bodies and organizations to maximize visibility and impact among these decisionmakers. Together with the CDB, EIT Food will begin developing a brief of the event by M21.

5.3.1.7 Synergies with related projects

As a starting point, the consortium has identified related projects that had previously been funded, as well as sister projects under the same call topic. Projects and initiatives will be

invited to participate in activities, such as attending presentations at events, making contributions to webinars, sharing data and methodologies, and engaging in policy exercises.

Table 7: Related projects and initiatives.

Acronym	Full name/description	Start-End date	Website
GIANTLEAPS	Gap resolution in safety, nutritional, allergenicity and Environmental assessments to promote Alternative Protein utilization and the dietary Shift	Sep 2022-Aug 2026	https://giant-leaps.eu/
LIKE-A-PRO	From niche to mainstream - alternative proteins for everybody and everywhere	Nov 2022-Oct 2026	https://www.like-a-pro.eu/
VAPROPATH	New value landscapes for plant protein pathways	Sep 2022-Aug 2026	https://valpropath.eu/
CARMA	Cellular Agriculture Manufacturing Hub	2024-2031	https://carmahub.co.uk/
SusCellFood	Project focused on sustainable alternatives to animal-based growth media	May 2023-Aug 2027	Link
CellFood Hub	Aarhus University project focused on research on cellular foods	Not specified	https://food.au.dk/cellfood-hub
EIT Food PDTT	Protein Diversification Think Tank	Start: 2023	EIT Food Protein Diversification Think Tank - EIT Food
CMSI	Cultured Meat Safety Initiative	ongoing	https://www.vireoadvisors.com/cultured-meat-safety-initiative
Bezos Centre for Sustainable Proteins	Dedicated to research, education and capacity building around sustainable proteins	Start: 2025	https://bezoscentre.co.uk/

In July 2024 FEASTS joined the Horizon4Proteins cluster, established in 2021 as a collaboration between four EU-funded projects working on alternative proteins. The projects worked together on key dissemination and policy activities, covering topics like consumer acceptance of alternative proteins, safety and regulatory challenges, food applications and sustainability. As a rolling collaboration, new EU-funded projects on alternative proteins have joined the collaboration as the original projects reached their end dates. Currently the Horizon4Protein collaboration consists of Giant Leaps, LIKE-A-PRO, ValProPath, INNOAQUA, FEASTS and Valereco. The aim of the cluster is to share research findings and innovations, foster a collaborative environment and provide data and recommendations to inform the creation of the future food framework in Europe.

5.3.2 Dissemination Protocol

As outlined in Article 17.4 of Annex 5 to the Grant Agreement, a beneficiary intending to disseminate its results must give at least 30 days' advance notice to the other beneficiaries (unless agreed otherwise), together with sufficient information on the results it will disseminate. Any other beneficiary may object within (unless agreed otherwise) 15 days of receiving notification, if it can show that its legitimate interests concerning the results or background would be significantly harmed. In such cases, the results may not be disseminated unless appropriate steps are taken to safeguard those interests.

Following Art. 8.4.2.2 of the Consortium Agreement, an objection is justified if:

- a) the protection of the objecting Party's Results or Background would be adversely affected, or
- b) the objecting Party's legitimate interests in relation to its Results or Background would be significantly harmed, or
- c) the proposed publication includes Confidential Information of the objecting Party.

In such cases, the results may not be disseminated until appropriate steps are taken to safeguard those interests.

To disseminate results which are owned by another party, the partner must obtain prior written approval from the partner/partners that owns/own the result.

Detailed instructions on dissemination are found in section 8.4 of the Consortium Agreement.

5.4 Partners Roles

FEASTS partners are obliged to communicate about the project without revealing research results and in a way that respects the visual identity, and the EU funding acknowledgement outlined in this document.

EIT Food takes responsibility for central project communications. When required, materials will be shared with the CDB or relevant partners for review. EIT Food will take care to inform about required input with advance notice. Printed materials should first be sent for review by EIT Food to ensure consistency of presentation. Social media engagement and posts on partners' websites do not need to be checked in advance.

Partners are obliged to report their communication and dissemination activities in the reporting spreadsheet available on the FEASTS Sharepoint.

In particular, partners will be involved in the following activities:

- Sharing of project-relevant news across partners' and staff's social media channels and websites where possible.
- Open-access publication of scientific materials to support knowledge transfer and dissemination of project results.
- Participation of project partners in conferences, workshops, and seminars to disseminate project results and foster engagement with stakeholders.
- Integration of communication activities within partners' established networks such as:
 - EIT Food: Protein Diversification Think Tank, Consumer Observatory, and Business Creation Team
 - AU: CellFood Hub
 - SAFE: "An integrated Food Policy" campaign
 - Shake-up: Bridge2Food and Institut Proteus
 - EHU: EurSafe
 - NH: Cultured Meat Safety Initiative (CMSI), OpenCellAg
- Expert advice-sharing to FAO, USDA, X-PRIZE Foundation.
- Localization of communication and dissemination materials into national languages, facilitating the uptake among national audiences, especially consumers and food system actors.

Members of the External Stakeholder Board and other relevant influential stakeholders will provide support in FEASTS communication activities, disseminating relevant outcomes to their networks and partners and acting as the project's ambassadors. FEASTS communication tools and dissemination materials will be made available to the stakeholders.

6. Exploitation

The objectives of FEASTS are not only to deliver a comprehensive and unbiased knowledge base about sustainable CM/CSF technologies and their impact on the food system but also to ensure relevant outcomes are taken up by researchers, companies, farmers, policymakers, regulators and institutions. The exploitation strategy focuses on turning project results into tangible benefits such as new technologies, blueprints, policy recommendations, and long-term knowledge transfer. By leveraging the External Stakeholder Board and the International Hub, the project will create mechanisms to ensure its results do not remain confined to research but actively shape the future of sustainable protein production.

Given that the project is currently at the mid-point, the initial framework for exploitation will be developed and refined as the technological readiness of the project results evolves and as whitepapers and recommendations are drawn up. This iterative approach will ensure that the exploitation strategy remains aligned with the project's progress and, crucially, stakeholder feedback.

The initial exploitation framework aims to outline the pathways to maximise the impacts of the FEASTS project outcomes, so that KERs are leveraged effectively through stakeholder engagement, regulatory alignment, and long-term sustainability strategies in the CM/CSF sector. It also emphasizes the societal and economic value of the project results.

FEASTS will be the beneficiary of the Booster service, an initiative of the European Commission which provides services to EU-funded projects to help in the dissemination and exploitation of results, identifying opportunities for further exploitation or reuse of research generated by the project. Starting from M22, the service will provide support in developing and refining a high-quality exploitation strategy, defining the Unique Value Proposition for selected KERs and key actions to ensure impact.

6.1 Initial approach to Exploitation

The FEASTS exploitation framework integrates 4 key pillars and measures to ensure the project's outcomes deliver sustained value and impact. These include:

IPR Management:

- Secure the protection, accessibility, and responsible sharing of intellectual property (IP) to safeguard project outcomes.

- Utilize patents, copyrights, trademarks, and other legal tools to secure all IP rights associated with the KERs.

Stakeholder Engagement and Collaboration:

- Establish strong connections between consortium members and external entities across research, industry, and policymaking domains to foster the adoption and integration of FEASTS outputs.
- Create partnerships with academia, industry stakeholders, and regulatory bodies to maximize the societal and commercial impact of the KERs.

Sustainability and Scalability:

- Develop clear pathways for the continued development and implementation of project results, supported by a robust funding and collaboration roadmap.
- Leverage commercialization opportunities through licensing agreements, joint ventures, and spin-offs to bring KERs to market.

Monitoring and Feedback Mechanisms:

- Continuously evaluate exploitation outcomes to ensure alignment with evolving stakeholder needs and market dynamics.
- Adapt strategies based on regular feedback to enhance the relevance and impact of the project results.

This comprehensive approach ensures that FEASTS outputs are not only protected and accessible but also effectively utilized to drive innovation, support policymaking, and transform the CM/CSF sector.

6.2 Exploitation Strategies for KERs

The KERs, along with their associated exploitation activities and strategies (Table 8), were initially outlined in the Grant Agreement and will be further developed and refined during the project's duration and the provision of the Booster service.

Table 8: Strategies, activities and stakeholders engaged in key results exploitation.

Key Exploitable Results	Exploitation Strategies and Activities	Profile of Exploitation Entity
FEASTS white papers including systems dynamic modelling, TEAs, LCAs, SLCA's, and strategic roadmap for CM/CSF	FEAST White Paper is cited and used as reference within relevant working groups on cellular agriculture (at FAO, EC, National parliaments)	Policy and decision-makers
Platform design for safe data sharing	Platform created, user enrolment and data collection, validation, and testing with an enlarged community of actors;	New Harvest / EIT Food / GFI and similar

	assessment of possible collaboration and co-development with OpenCellAg.com	organizations; CM/CSF industry members
Food-grade open-access cell line	Biobanking of the FEAST cell line and sharing with interested stakeholders	Academic researchers, cell line producers, or CM/CSF producers
Bioprocess specification matrix, catalogues, and reports on the key steps of the production of CM/CSF from the choice of cell lines to food formulation including nutritional outcomes	Definition of standard practices and use of the curated information as a base for newly developed models	Academic researchers and producers of CM/CSF
Blueprint for meat farmers	Testing at one or more meat farms	Farmers
Critical control points for food safety	Integrated and further discussed in the framework of EFSA Novel Foods risk assessment procedures	EFSA
Food labelling guidelines	Formulated to be taken into due consideration in the framework of the current proposal for a revision of the Regulation on Food Information to Consumers	Policymakers, Consumers' associations

Further analysis will be conducted to thoroughly assess the exploitation potential for each project participant. This work is integral to the preparation of the exploitation strategy (deliverable D7.6).

6.3. Methodologies

A robust methodology for exploiting project results ensures that outcomes are effectively leveraged for maximum impact. Key methodologies to be adopted in the context of exploitation of results include Stakeholder Analysis and Engagement, Technology Readiness Assessment, Business Model Development (Lean Canvas / Business Model Canvas), Standardization and Regulatory Alignment, Dissemination and Knowledge Transfer, Monitoring and Impact Assessment. Applied in synergy, these methodologies will maximize the societal, scientific, and economic impacts of project results, ensuring their effective utilization and long-term sustainability.

To ensure the continuity of FEASTS results beyond the project's lifecycle, the consortium will implement a strategy focused on fostering long-term impact and adaptability. The following actions will be prioritized:

- **Establishment of an International Hub:** building on the External Stakeholder Board, an International Hub for cellular agriculture will be created to provide a platform for

ongoing collaboration, knowledge exchange, and coordination among key players in research, industry, and policy. This hub will act as a central entity for driving innovation and addressing emerging challenges in the CM/CSF sector.

- **Strategic Funding and Market Alignment:** to ensure scalability and sustainability, the consortium will implement an action plan detailed in Deliverable 7.6 Exploitation Strategy and Funding Watch. This deliverable will guide efforts to leverage project results for further research, scaling, and commercialization by identifying additional funding opportunities. It will include a roadmap for aligning FEASTS outputs with future market needs and technological advancements, ensuring the relevance and competitiveness of project results in the evolving CM/CSF sector.

The exploitation of the FEASTS KERs not only drives innovation but also addresses societal and environmental challenges, reinforcing the EU's leadership in cellular agriculture. By adopting a proactive and collaborative approach, the FEASTS consortium sets a strong foundation for transformative change in the food sector.

7. FEASTS Digital Outputs Management Plan

The FEASTS project is dedicated to principles of transparency and open science, with the ambition of promoting data-sharing on diverse aspects of CM/CSF production. This is done to improve the state of public understanding and policymaking around CM/CSF, as well as scientific discourse itself. And it will involve data-sharing between consortium members and multi-stakeholders outside the consortium.

The goal is to become a trusted resource of neutral, unbiased information about CM/CSF that can be used by researchers as well as the public, while the project runs and long after it ends.

The Digital Outputs Management Plan (DOMP) is a living document that supplements the Digital Management Plan (DMP) in describing the types of information/data that will be generated and made accessible by FEASTS, as well as plans on how it will be collected, stored, and made accessible.

7.1 Datasets and other digital outputs

What types of datasets or digital outputs is the project expected to produce, re-use, and hold long-term value for other researchers?

FEASTS will produce information across a range of topics, defined by the specific focus of work packages 2-7, but may be generally divided into three broad categories: technical (scientific data regarding the components, processes, and products of CM/CSF technologies that would be relevant to scientists and engineers); socio-economic (data or findings relevant to those interested in social science, economic/business, political, or ethical aspects of implementing CM/CSF technologies for food production); and analytical modelling (computational modelling/assessment of scientific and/or socio-economic aspects of cultured meat, using large data sets). Given the diverse nature of these topics, this will include qualitative and quantitative data, in digital, written, or visual/multimedia formats.

Technical data will cover the entire production process from cell sourcing to final product, necessary to understand the development and viability of CM/CSF technologies, as well as nutrition and safety analytics relevant to understanding how these processes or products

could affect consumer health. This will come from both literature and experimental research conducted by consortium partners and where possible, shared by external stakeholders.

Socio-economic data will cover aspects relevant to the implementation of this technology, such as supply chains necessary to scale up production, consumer perspectives, potential business models, safety and regulatory policies (including labelling), and views of/potential impact on stakeholders in the current food value chain. This will come from both literature research and workshops with relevant stakeholder groups, conducted by consortium partners and, where possible, shared by external stakeholders.

Analytical modelling data will generally involve computational analysis of large data sets, such as TEAs and LCAs relevant to understanding necessary parameters for the development and implementation of CM/CSF technology at different scales/production-distribution models, using data provided by consortium partners, or where possible shared by external stakeholders.

Databases for each class of data may be created by partners working directly on specific topics, though it is expected that they may be combined/grouped where possible under specific work packages or a consortium-wide umbrella database.

7.2 Supporting documentation and other information

What supporting documentation, or other information, such as metadata, are planned to make data and digital outputs publicly accessible and to support their longer-term reuse?

Data and findings from the project will be handled using FAIR principles (Findability, Accessibility, Interoperability, and Reuse), in support of Open Science practices. This includes the use of relevant and adequately descriptive keywords and metadata to help drive their discovery by different stakeholders. Further, permanent identifiers such as Digital Object Identifiers (DOIs) for publications and ORCIDs for authors will be used.

Findings are expected to be shared in a timely fashion throughout the project in peer-reviewed journals with a preference for open access publications.

Online repositories such as ZENODO and BioRxiv will be used to make project publications accessible past the end of the project, as well as for pre-prints of articles in high-impact journals that may not be published open access. More than one repository may be used, including the potential for building repositories by partners to house publications/data.

Datasets will be made available on publication of research, or within timeframes set by the consortium or other (for external collaborators) agreements when they include confidential/proprietary data. The Data Management Plan (DMP) explains the process for housing and protection of data in more detail.

7.3 Persons responsible for the DOMP

Which members are responsible for developing, implementing, overseeing, and updating the DOMP?

Individual work packages and task leaders are responsible for the appropriate development and implementation of data collection, storage, and sharing activities according to DMP and DOMP for data generated under their oversight.

The task lead for WP7, task 7.4 (Dwayne Holmes, New Harvest-NL), is responsible for developing, overseeing, and updating the DOMP, in conjunction/alignment with updates to the DMP that are implemented and overseen by the Project Coordinator (Frederico Ferreira, IST-ID) and the project DPO (Data Protection Officer).

7.4 Data protection

How will data and digital outputs be managed during the project to protect their long-term value?

See the DMP point 3 (Data Security) for details. More detailed descriptions will be added to the DOMP as platforms are developed and defined for data storage, handling, and output.

7.5 Data accessibility

How and by which members will data and other digital outputs be managed after the project ends to ensure long-term accessibility?

Data is planned to be stored for at least 5 years after the end of the project. The DOMP will be updated to identify relevant partners with sufficient infrastructure and resources to maintain archival platforms.

The leader of WP7, task 7.4, (Dwayne Holmes, NH-NL), in conjunction with the Project Coordinator (Frederico Ferreira, IST-ID) will work to ensure publications and data are archived for long-term storage in a certified repository.

7.6 Restrictions

What restrictions could be placed on how data and digital outputs can be accessed or reused?

Technical data in particular may contain information that is sensitive, whether confidential or proprietary. Restrictions on how such data from consortium partners can be accessed and reused, especially by persons/entities outside the consortium/project will be guided by project contract agreements. For data shared by external persons/entities, restrictions will be guided by bilateral agreements between project partners and data sharers.

Socio-economic data, especially those involving personal questionnaires or reporting (including internal to the project), may contain sensitive information for persons/entities. A detailed description of how such information will be handled can be found in section 4 (Ethics) of the DMP. Briefly, FEASTS will comply with Regulation (EU) 2016/679 of the European Parliament and the Council of 26.04.2016 (known as GDPR, the General Data Protection Regulation), as well as Directive 2002/58/EC of the European Parliament and of the Council of 12 July 2002. Such data protections may also fall under the national legislation of specific partners. For example, the FEASTS partner which leads consumer analysis is Aarhus University and the collection of personal data will be regulated by the Danish Act on Processing of Personal Data (Act No. 502 of 23 May 2018) entered into force on 25 May 2018, which implements GDPR.

Analytical models may employ sensitive data of a technical and/or personal nature. Restrictions on storage, handling, and access will be guided by the relevant agreements and/or regulations mentioned above.

Generally speaking, informed consent and issues related to long-term storage will be addressed before data collection. To protect sensitive data, the handling, storage, and retrieval (whether for internal or public use) may involve levels of anonymization, regarding data or sources of data.

7.7 Data security, privacy, and IPR

What measures will be used to ensure that data security, privacy, and intellectual property restrictions associated with datasets and digital outputs are preserved, including in derivative products?

Handling of intellectual property rights (IPR) for data shared or generated by consortium partners is set out in the Consortium Agreement. For external collaborators, this will be determined by bilateral agreements with relevant consortium partners.

It is expected that published research and supporting data will be published open access, with the use of CC licenses to ensure proper re-use.

7.8 Public access

What publicly accessible mechanisms/documentation are planned to support long-term discoverability and reuse of the data and digital outputs?

The FEASTS website (<https://feasts-innovation.eu/>) will be used as a central mechanism to disseminate project information to the public, including conference dates and presentations, planned workshops and results, informal perspectives on relevant topics (blogs), publications (pre-prints, journal articles, and permanent repositories), and expected milestones and deliverables.

The DOMP will be updated with any additional internet-based platforms for information/data-sharing, similar to the FEASTS website, as they become available.

Papers are expected to be published open access, using pre-prints in public repositories where high-impact journals preclude this possibility for print versions.

Use of DOIs, ORCIDs, keywords, and detailed metadata for papers and datasets are described in the DMP as well as section 7.2 (above) in the DOMP.

7.9 Costs

How are the costs necessary to ensure long-term accessibility of data and digital outputs being secured?

As described in the DMP, consortium partners will be responsible for the costs of curation and preservation of the relevant data they produce/handle/store.

The DOMP will be updated for costs related to any long-term platform(s) developed to hold collective data (across tasks, including the entire project) that are not reducible to any individual partner.



FEASTS

Fostering European Cellular Agriculture
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