



D7.3 Report on Project website, Newsletter, press clipping and Social media impact























Project acronym	LAB4SUPPLY
Project title	Multi-agent Agri-food living labs for new supply chain Mediterranean systems; towards more sustainable and competitive farming addressing consumers' preferences and market changes.
Start date of the project	1st July 2021
Duration	36 months
Programme	PRIMA H2020-Section 2 Call 2020- Topic 2.3.1 (RIA*[5]) New optimized models of Agri-food supply chain systems offering fair price for consumers and reasonable profit share for producers
	_
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	This report provides a comprehensive overview of the
Abstract	communication and dissemination efforts made through digital platforms, including website management, newsletters, press clippings, and social media impact.
Keywords	Dissemination, communication, social media, website

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Executive Summary

The PRIMA LAB4SUPPLY project recognised the critical importance of communication and dissemination activities via various digital platforms, specifically through website management, newsletters, press clippings, and social media impact. These initiatives were pivotal in ensuring widespread awareness and understanding of the project's objectives, progress, and outcomes.

Website Management:

Developing and sustaining an informative and user-friendly website played a pivotal role in our communication plan. Our website functioned as a central location for all stakeholders, delivering comprehensive information about the project, including updates, publications, and resources. By providing transparency and fostering interaction with researchers, industry partners, policymakers, and the general public, this platform proved to be invaluable in achieving our communication objectives.

Newsletters:

Regular newsletters played a crucial role in keeping our audience informed about recent developments, achievements, and upcoming events within the project. By delivering curated content directly to subscribers' inboxes, we nurtured continuous engagement and sustained interest in our activities throughout the project lifecycle.

Press Clippings:

Engaging with press outlets ensured that our project gained visibility beyond academic and industry circles. Coverage in relevant publications and media outlets enhanced our credibility, amplified our reach, and attracted broader attention to our research findings and innovations in sustainable supply chain practices.

Social Media Impact:

Utilizing the potential of social media outlets, we expanded our reach to a global audience. Through the tactical dissemination of news, insights, and achievements across channels such as Twitter, LinkedIn, and Facebook, we nurtured community involvement, inspired conversation, and spurred progress in addressing sustainable supply chain concerns. This forward-thinking strategy not only heightened our profile but also opened up avenues for networking and partnerships with organizations that shared our values on an international scale.

In summary, the outreach and dissemination initiatives carried out by PRIMA LAB4SUPPLY were essential in achieving our main objective of enhancing knowledge and fostering sustainable practices in supply chain management. Through the strategic use of digital channels, we successfully disseminated our research findings and stimulated valuable conversations and partnerships, laying the groundwork for lasting influence in the field.

1 INTRODUCCION

A research project should communicate its work and findings with society beyond scientific circles for several compelling reasons:

- 1. Impact and Relevance: Research often addresses real-world problems or seeks to advance knowledge in areas that directly affect society. By communicating findings effectively, researchers can demonstrate the practical implications of their work and how it contributes to addressing societal challenges. This enhances the perceived relevance and impact of the research.
- **2. Public Awareness and Engagement:** Engaging with the broader public through communication efforts helps raise awareness about important issues and research outcomes. It enables researchers to bridge the gap between scientific knowledge and public understanding, empowering individuals to make informed decisions and participate in discussions about relevant topics.
- **3. Policy Influence:** Research findings can inform policy-making processes at various levels, from local to international. Effective communication ensures that policymakers are aware of evidence-based solutions and can integrate these into policy agendas, thereby potentially influencing regulations, resource allocation, and societal practices for the better.
- **4. Enhancing Collaboration and Partnerships:** Effective communication attracts interest and collaboration from industry partners, NGOs, and other stakeholders who can help translate research into practical applications or scale its impact. Collaboration facilitates the adoption of innovative solutions and accelerates the transition of research outcomes into tangible benefits for society.
- **5.** Addressing Misinformation and Building Resilience: In an era of misinformation and rapid information dissemination, researchers play a crucial role in providing accurate, evidence-based information. By actively engaging in public discourse and correcting misconceptions, researchers contribute to building societal resilience against misinformation and promote a culture of critical thinking.

In summary, beyond scientific circles, effective communication of research enhances its impact, fosters public understanding, influences policy decisions, builds trust, inspires future generations, fosters collaboration, and contributes to societal resilience. These reasons underscore the importance of researchers engaging proactively with broader audiences to ensure that their work translates into meaningful outcomes that benefit society as a whole.

2 PROJECT WEB-SITE

www.lab4supply.eu

Having a dedicated website in a research project is crucial for several strategic and practical reasons. Firstly, it serves as a central point of access for all stakeholders, including academics, industrial collaborators, and the general public. This facilitates clear and accessible communication of the project's objectives, methodology, and findings, promoting transparency and shared understanding. Furthermore, the website acts as an updated repository of publications, technical documents, and related events, ensuring information is consistently available for those seeking deeper insights into the project's work. Additionally, an effective online presence can enhance the project's visibility and impact, attracting potential collaborations, fostering idea exchange, and facilitating the dissemination of relevant findings beyond academic circles, thereby benefiting both the scientific community and society at large.

Project Overview: A detailed description of the Lab4Supply project, including its overall objectives, the relevance of the topic, and the context in which it is developed.

Participants and Collaborators: Information about project partners and collaborators, including academic and industrial entities, highlighting their specific roles and contributions.

Research Methodology: Details on the research methods and approaches used in the project, explaining how activities are conducted to achieve project goals.

Results and Achievements: Summaries of key findings obtained so far, emphasizing the project's contributions to innovation in sustainable supply chain management.

Publications and Documents: Access to academic publications, technical reports, and other documents generated as project outcomes.

Impact and Practical Applications: Discussion on how project results are being applied in practice and their potential impact on industry, policy, and society at large.

Contact and Collaboration: Contact information for those interested in collaborating with the project or obtaining more information about its activities and results.

Living Lab Section: Additionally, includes a Living Lab section where each partner shares information from periodic focus groups conducted with producers, authorities, researchers, and consumers. This section also features capsule videos and workshops, as it constitutes the main part of the project







FINAL CONFERENCE PROJECT V LIVING LABS V CONTACT US

LAB4SUPPLY living labs

Join the LAB4SUPPLY Agri-food Living Labs in Spain, France, Morocco and Algeria!











What is a living lab?

Living Labs are open innovation ecosystems in real-life environments based on a systematic user co-creation approach that integrates research and innovation activities in communities, placing citizens at the center of innovation.

The quadruple helix model of innovation in the agri-food system



3 NEWSLETTER

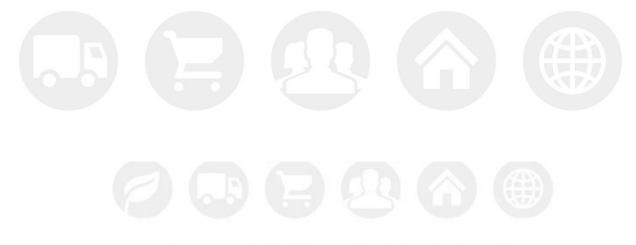
A periodical newsletter is disseminated via email to a group of subscribers, functioning as a medium of communication that imparts updates, news, and vital information regarding an organization's, project's, or community's activities and advancements. Newsletters are commonly employed to maintain stakeholders' engagement and connectedness, offering unique insights and highlights that may not be accessible through other communication avenues.

The importance of creating and distributing newsletters cannot be overstated. They help maintain a continuous line of communication with stakeholders, ensuring that they are kept up-to-date with the latest developments and achievements. Newsletters can enhance transparency, build trust, and foster a sense of community among recipients. Moreover, they can be instrumental in disseminating knowledge, sharing best practices, and highlighting success stories, thereby amplifying the impact of the project's work.

The LAB4SUPPLY project planned to distribute three newsletters, one for each year of the project's duration. The first newsletter was sent out in December 2022, marking the beginning of the project. This initial issue provided an overview of the project's objectives, the establishment of the Living Labs, and the commencement of interviews and questionnaires. It served to introduce the project to the stakeholders and set the stage for the activities to come.

The second newsletter was distributed in January 2024, focusing on the progress of the Living Labs and consumer studies. This edition highlighted the advancements made in the project, the ongoing research activities, and the preliminary findings from the Living Labs. It provided stakeholders with an in-depth look at how the project was evolving and the insights gained from the consumer studies.

The final newsletter is scheduled for the end of the project in month 36. This concluding issue will provide a summary of the project's overall accomplishments, final results, and the impact of the LAB4SUPPLY initiatives. It will also reflect on the project's journey, offering a comprehensive overview of the work done and the milestones reached. This final communication will ensure that all stakeholders are well-informed about the project's outcomes and its contributions to sustainable supply chain management.



1st LAB4SUPPLY NEWSLETTER. A YEAR OF WORK ON THE PROJECT!

LAB4SUPPLY reaches the first half of the project and we want to share with you our progress. These are our 2022 news: we have presented our project video, held the General Meeting, completed the data collection and conducted the first Focus Groups of our Multi-stakeholder Platforms!

Take a look at our presentation video!



French subtitles

Arabic subtitles





2st LAB4SUPPLY NEWSLETTER. 2 years of work on the project!

LAB4SUPPLY reaches the second year of the project and we want to share with you our progress. These are our 2023 news.

Our impact actions in value chains











Context analysis for Smallholders

Discover the intricate structure of value chains in the LAB4SUPPLY project, delving into tomatoes and figs in Spain, chestnuts and figs in France, and carob and more figs in Morocco. Unravelling the nuances of these chains, the study aims to comprehend their current dynamics and the pivotal roles played by key stakeholders. Insights into distribution channels, stakeholder preferences, and industry challenges lay the foundation for an impactful project development. The diverse findings underscore the need for tailored action plans and policy recommendations in each context. A common thread emerges—farmers often face unfair pricing, reinforcing the project's initial hypothesis. The LAB4SUPPLY project progresses with the creation of a multi-agent platform and a Decision Support System tool, fuelled by identified drivers and opportunities. Fostering stakeholder interaction, engaging diverse participants, and promoting product quality emerge as key strategies. This roadmap paves the way to elevate smallholders in the supply chain, shaping a more equitable and prosperous future.

Analysis on the price formation strategy

In our analysis of various product cases, a fascinating trend emerged—consumer prices react more significantly to price shocks than producers. Our findings align with similar studies, especially in the U.S. fresh tomato market. Consumer prices aim for consistency by adjusting, while producers tend to reduce margins. Fig products in Spain and France displayed similar patterns, where consumer prices adjusted in response to shocks, while producers moved oppositely to reduce margins. This behaviour was linked to their intent to adjust price margins. Notably, Spain and France exhibited similar responses from specific weeks, influenced

Mapping the indicator for the evaluation of the sustainability of the supply chain.

Unveiling the power of Stakeholder Analysis (SA), our strategic compass for decision-making navigates through a tailored roadmap. This deliverable introduces a dynamic three-phase Stakeholder Mapping methodology—Identification, Analysis, and Prioritizing. The selection process, driven by four key criteria—Capacity, Willingness, Influence, and Necessity—ensures a robust evaluation of stakeholders. Imagine a symphony of Individual Farmers, Cooperatives, Experts, and various associations, harmonizing their roles within each Living Lab. The Analytical Hierarchy

4 PRESS CLIPPING

Press clipping, also known as media clipping, involves collecting and curating articles, mentions, and features about a project, organisation, or topic from various media sources. This process provides a way to monitor how the project is being covered in the media, gauge public perception, and assess the reach and impact of the project's communication efforts. Press clippings can include content from newspapers, magazines, online news outlets, and other media platforms.

The importance of press clippings lies in their ability to provide insights into the project's media presence and influence. By systematically collecting and analysing media coverage, a project can understand how its messages are being received, identify areas for improvement, and adjust its communication strategies accordingly. Press clippings also help in documenting the project's visibility and can be used to demonstrate its impact to stakeholders, funders, and partners.

The LAB4SUPPLY project planned to issue two press releases as part of its media engagement strategy. The first press release was issued in April 2022, addressing the launch of the project and outlining its objectives. This initial release aimed to introduce LAB4SUPPLY to a broader audience, generate interest, and set the stage for future communication efforts. It provided essential information about the project's goals, the importance of sustainable supply chain management, and the planned activities.

The second press release is scheduled for the end of the project. This final release will describe the main results and achievements of LAB4SUPPLY. It will highlight the key findings, innovations, and contributions of the project to sustainable supply chain practices. By summarising the project's outcomes, this press release will aim to maximise the project's visibility, share its success stories, and underline its impact on industry, policy, and society.

Through these press releases, LAB4SUPPLY ensures that its work is effectively communicated to the public and relevant stakeholders, enhancing its reach and impact beyond the immediate project community.

4.1 MEDIA USED ON THE PRESS RELEASE

4.1.1 AGROFOOD SECTOR

- 1. https://revistaalimentaria.es/agricultura/servicios/proyecto-internacional-de-idi-que-ayudara-a-los-pequenos-productores-mediterraneos
- 2. https://financialfood.es/desarrollan-un-proyecto-idi-para-ayudar-a-los-pequenos-productores/
- https://www.vinetur.com/2022040768618/arranca-un-proyecto-internacional-



de-i-d-i-que-ayudara-a-los-pequenos-productores-mediterraneos-a-aumentar-su-competitividad-y-rentabilidad.html

- 4. https://www.comunicae.es/busqueda/i+d/
- 5. https://empresaexterior.com/art/83264/lab4supply-desarrollara-una-solucion-innovadora-para-aumentar-la-competitividad-y-rentabilidad-de-pequenos-productores-mediterraneos





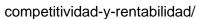
Arranca un proyecto
internacional de I+D+i que
ayudará a los pequeños
productores mediterráneos a
aumentar su competitividad y
rentabilidad

4.1.2 LOCAL MEDIA

- 1. https://huelvabuenasnoticias.com/2022/04/07/arranca-un-proyecto-internacional-de-idi-que-ayudara-a-los-pequenos-productores-mediterraneos-a-aumentar-su-competitividad-y-rentabilidad/
- 2. https://vitoria24h.com/arranca-un-proyecto-internacional-de-idi-que-ayudara-a-los-pequenos-productores-mediterraneos-a-aumentar-su-competitividad-y-rentabilidad/nacional/9922/
- 3. https://www.cantabriaeconomica.com/?s=lab4supply
- 4. https://www.murcia.com/empresas/noticias/2022/04/07-arranca-un-proyecto-internacional-de-idi-que-ayudara-a-los-pequenos-productores-mediterraneos-a-aume.asp
- 5. https://eldiariodejerez.com/arranca-un-proyecto-internacional-de-idi-que-ayudara-a-los-pequenos-productores-mediterraneos-a-aumentar-su-competitividad-y-rentabilidad/

4.1.3 DIGITAL MEDIA

- 1. https://www.elconfidencialdigital.com/articulo/comunicados/arranca-proyecto-internacional-i-d-i-que-ayudara-pequenos-productores-mediterraneos-aumentar-competitividad-rentabilidad/20220407122241377933.html
- 2. https://www.que.es/2022/04/07/arranca-un-proyecto-internacional-de-idi-que-ayudara-a-los-pequenos-productores-mediterraneos-a-aumentar-su-



3. https://www.bolsamania.com/nota-de-prensa/empresas/arranca-un-proyecto-internacional-de-idi-que-ayudara-a-los-pequenos-productores-mediterraneos-a-aumentar-su-competitividad-y-rentabilidad--9541877.html

4.1.4 OTHER MEDIA

- 1. https://agrobankcaixabank.com/Noticias/un-proyecto-internacional-de-idiayudara-a-los-pequenos-productores-mediterraneos-a-aumentar-su-competitividad-y-rentabilidad
- 2. https://premiojovenempresario.es/economia/arranca-un-proyecto-internacional-de-idi-que-ayudara-a-los-pequenos-productores-mediterraneos-a-aumentar-su-competitividad-y-rentabilidad/



5 YOUTUBE

YouTube is a powerful platform for sharing video content, allowing projects to reach a wide and diverse audience. Through engaging visual media, projects can effectively communicate their objectives, methodologies, findings, and impacts. Videos can simplify complex information, making it more accessible and engaging for a broad audience, including stakeholders, partners, and the general public.

The LAB4SUPPLY project utilised YouTube to enhance its communication and dissemination efforts. A comprehensive project video was created in English, with subtitles available in Spanish, Catalan, French, Arabic, and Italian. This multilingual approach ensured that the content was accessible to a wider audience, reflecting the diverse range of stakeholders involved in the project and promoting inclusivity.

In addition to the main project video, LAB4SUPPLY produced various videos on topics of interest to the participants in the Living Labs. These videos covered specific themes relevant to sustainable supply chain management, addressing the needs and concerns of producers, authorities, researchers, and consumers involved in the project. By focusing on the interests of Living Lab participants, these videos facilitated knowledge sharing and engagement, helping to drive the project's objectives forward.

Furthermore, LAB4SUPPLY created several outreach videos designed to educate and inform the public about key aspects of the project. These videos aimed to raise awareness about the importance of sustainable supply chains, share the progress and findings of the project, and highlight the practical applications of its research. By disseminating these videos through YouTube, LAB4SUPPLY maximised its reach and impact, ensuring that valuable information was accessible to a global audience.

Through its strategic use of YouTube, LAB4SUPPLY effectively communicated its work and findings, fostered engagement among stakeholders, and promoted the importance of sustainability in supply chain management.

Relation of videos upload on LAB4SUPPLY YouTube channel.

PARTNER	TITLE	YOUTUBE LINK	COMMENTS
CREDA	On the Germplasm Bank of Fundació Miquel Agustí	https://youtu.be/bP0mbVCee88	Video in Spanish
CREDA	Higos el Pajarero - a case of succes	https://youtu.be/xGzJz2xxp9g	Video in Spanish
CREDA	The tomato sector in Almería	https://youtu.be/5Pekr4cTsfk	Video in Spanish
CREDA	Management and control of tuta absoluta in tomato crops	https://youtu.be/0CgLIRmCOiY	Video in Catalan
CREDA	Biological pest control with Macrolophus Pigmeus	https://youtu.be/BtRq80FqFMc	Video in Catalan
CREDA	How can research improve tomato production?	https://youtu.be/TdqEfghMg1Q	Video in Spanish
CIHEAM- IAMM	Retours d'expériences et outils de communication (AOP Pélardon)	https://youtu.be/QU6hNsbtjjw	Video in French

CIHEAM- IAMM	Quelles images sont associées aux Cévennes (enquête aux consommateurs)	https://youtu.be/XN9ladynOFI	Video French	in
CIHEAM- IAMM	Overview of Geographical Indications and major challenges	https://youtu.be/V2_OI2p3dK0	Video French	in
CIHEAM- IAMM	Fonctionnement des organismes de defense et de gestion	https://youtu.be/bFtjkNgRPyQ	Video French	in
CREDA	Intervention at the Horticultural Congress on Commercialisation	https://youtu.be/s29j6cohx7Q	Video Spanish	in
CIHEAM- IAMM	La Figue & le Figuier une incroyable diversité	https://youtu.be/pVOkavf0bM0	Video French	in
CIHEAM- IAMM	Outils pour la gestion hydrique	https://youtu.be/IW0nRPvLYpM	Video French	in
CIHEAM- IAMM	La figue en France et dans le Gard	https://youtu.be/RfiZ7vij-3k	Video French	in
CREDA	La figue en Espagne	https://youtu.be/Vrv_jarHtb8	Video French	in
INRA- USMS	La Figuier au Maroc	https://youtu.be/6hfYYui0j8Y	Video French	in

6 SOCIAL MEDIA

Using social media platforms such as Twitter and LinkedIn is essential for modern research projects due to their ability to engage diverse audiences effectively. Twitter is particularly useful for real-time updates and concise communication. It allows projects to share quick news, insights, and progress reports with a broad audience. The use of hashtags and tagging relevant stakeholders can significantly increase the reach of each post, facilitating engagement with the scientific community, industry professionals, policymakers, and the general public. Twitter's interactive nature also encourages discussions and feedback, fostering a dynamic exchange of ideas and promoting greater awareness of the project's activities and findings.

LinkedIn, on the other hand, is a professional networking platform that excels in engaging industry experts, academics, and potential collaborators. It provides a space for more detailed posts and articles, allowing projects to share in-depth insights, research findings, and thought leadership pieces. LinkedIn groups and communities offer targeted forums for discussion and knowledge sharing, enhancing professional connections and collaboration opportunities. By maintaining an active presence on LinkedIn, projects can establish credibility, attract interest from key stakeholders, and facilitate partnerships that can amplify the impact of their research. Overall, these platforms help disseminate information widely, build a strong network of supporters, and enhance the project's overall success and impact.

6.1 TWITTER

During the 3-year lifespan of LAB4SUPPLY, a total of 52 tweets were published across the project's official account and those of its various partners. This strategic use of Twitter allowed the project to disseminate updates, highlight key achievements, and engage with a diverse audience including stakeholders, researchers, industry partners, and the public. Each tweet contributed to building awareness about LAB4SUPPLY's activities, sharing insights into sustainable supply chain management, and fostering dialogue within the community interested in the project's outcomes. The distribution of tweets across multiple accounts amplified the project's reach and ensured that updates reached a broader network of followers, thereby maximizing the impact of LAB4SUPPLY's communication efforts on social media.

6.2 LINKEDIN

During its 3-year duration, LAB4SUPPLY made a total of 51 posts on LinkedIn across its official project page and the profiles of its various partners. These LinkedIn posts served as a strategic tool for sharing detailed updates, research findings, and insights into sustainable supply chain management. By leveraging LinkedIn's professional network, LAB4SUPPLY engaged with a wide range of stakeholders, including industry

professionals, academics, policymakers, and interested individuals. These posts facilitated meaningful discussions, highlighted project milestones, and reinforced LAB4SUPPLY's commitment to advancing sustainable practices in supply chains. The consistent use of LinkedIn as a communication platform helped to build credibility, foster collaborations, and enhance the project's visibility and impact within the relevant professional communities.

6.3 OTHER SOCIAL MEDIA

During its 3-year lifespan, LAB4SUPPLY made a total of 69 posts across other social media platforms such as Facebook and Instagram. These posts were strategically crafted to engage a diverse audience beyond LinkedIn and Twitter, aiming to reach stakeholders, consumers, and the general public interested in sustainable supply chain management. Facebook provided a platform for more detailed updates, event announcements, and community engagement activities, while Instagram's visual nature was used to showcase project activities, events, and key findings through photos and short videos. By maintaining an active presence on these platforms, LAB4SUPPLY effectively communicated its mission, achievements, and ongoing research efforts, thereby expanding its reach and impact across different segments of its target audience.

Partner	Name of the activity	Link to the action
CIHEAM-IAMM	Website publication CIHEAM Montpellier	https://www.iamm.ciheam.org/en/agendas/appel-a-candidatures-poste-dingenieur-detude-lab4supply-2/
CIHEAM-IAMM	Website publication CIHEAM Montpellier	https://www.iamm.ciheam.org/fr/agendas/appel-a-candidatures-poste-dingenieur-detude-lab4supply/
CIHEAM-IAMM	Website publication CIHEAM Montpellier	https://www.iamm.ciheam.org/en/agendas/lab4supply-project-first-living-lab-meeting-on-the-development-of-
OHILE AND ITALIAN	Website publication on 127 th Mempellion	the-fig-sector-in-the-gard/
CIHEAM-IAMM	Website publication CIHEAM Montpellier	https://www.iamm.ciheam.org/fr/agendas/projet-lab4supply-premiere-reunion-de-living-lab-sur-le-
	·	developpement-de-la-filiere-figue-dans-le-gard/
CREDA	Linkedin post	https://www.linkedin.com/posts/lab4supply_ciheammontpellier-chataigne-caezvennes-activity-
		7114915019816886272-rDKZ?utm_source=share&utm_medium=member_desktop
CREDA	Twitter post	https://x.com/CREDA_UPC_IRTA/status/1744690606197084387
CREDA	Twitter post	https://x.com/Lab4Supply/status/1708752949487206707
CREDA	Twitter post	https://x.com/Lab4Supply/status/1529806607189671936
CREDA	Twitter post	https://x.com/Lab4Supply/status/1539894796931792896
CREDA	Linkedin post	https://www.linkedin.com/posts/lab4supply_lab4supply-sustainability-research-activity-
		6927277301587968001-5rzK?utm_source=share&utm_medium=member_desktop
CREDA	Twitter post	https://x.com/Lab4Supply/status/1521509004194811904
CREDA	Twitter post	https://x.com/Lab4Supply/status/1696520405824254066
CREDA	Twitter post	https://x.com/Lab4Supply/status/1753368754086420905
CREDA	Linkedin post	https://www.linkedin.com/posts/lab4supply_lab4supply-video-capsule-4-joan-casals-activity-
		7159135939745771520-chtz?utm_source=share&utm_medium=member_desktop
CREDA	Linkedin post	https://www.linkedin.com/posts/lab4supply_lab4supply-viladecans-sustainability-activity-
		7114523204953481219-0BV3?utm_source=share&utm_medium=member_desktop
CREDA	Twitter post	https://x.com/Lab4Supply/status/1651951008442982406
CREDA	Twitter post	https://x.com/Lab4Supply/status/1633489917023010823
CREDA	Linkedin post	https://www.linkedin.com/posts/lab4supply_assessing-the-downstream-and-upstream-preferences-activity-
CDEDA	Tuittannat	7183833295560835072-qzTR?utm_source=share&utm_medium=member_desktop
CREDA	Twitter post	https://x.com/Lab4Supply/status/1571081971891339264
CREDA CREDA	Twitter post	https://x.com/Lab4Supply/status/1570393551539929088
	Twitter post	https://x.com/Lab4Supply/status/1570393551539929088
CREDA	Linkedin post	https://www.linkedin.com/posts/lab4supply_castelldefels-sustainability-consumerstudy-activity-
CREDA	Twitter post	7122192528467972096-l2O-?utm_source=share&utm_medium=member_desktop https://x.com/Lab4Supply/status/1698989371498868976
CREDA	Linkedin post	https://www.linkedin.com/feed/update/urn:li:activity:7121117866094931968
CREDA	Linkedin post	https://www.linkedin.com/feed/update/urn:li:activity:7201537797344636928
CREDA	Twitter post	https://x.com/CREDA_UPC_IRTA/status/1715324489087566326
CREDA	Twitter post	https://x.com/Lab4Supply/status/1707333391832469770
CREDA	Linkedin post	https://www.linkedin.com/feed/update/urn:li:activity:7122932284378222596
CREDA	Twitter post	https://x.com/CREDA_UPC_IRTA/status/1717166615287005650
CIHEAM-IAMM	Tweet	https://x.com/CIHEAMIAMM/status/1680925902199300097
CHIEANITANIN	IMACCI	11ttps://x.com/on/i=AivinAiviv/status/1000323302133300037

|--|--|--|--|--|

CIHEAM-IAMM	Tweet	https://x.com/CIHEAMIAMM/status/1627671765915688962
CIHEAM-IAMM	Instagram post	https://www.instagram.com/p/Co4pNG0oEKJ/?fbclid=IwZXh0bgNhZW0CMTAAAR2hHj9g5OIRI_OA4HXu7s3 VRBEbsPlsAdeJPUecLWWjD2j1VZR0nZZ4cu0_aem_AUKzVjc2e_nmjNSIKOzkUBxAVY6LzoiDcKjNJG7AzA eVzXLWO06Uu1cuAIV8XFdkM44Yb6FnWpsQNmB4yJNEpO7Q
CIHEAM-IAMM	Facebook post	https://facebook.com/ciheam.iamm/posts/pfbid02Vb3UwYjykoDJouD1BwEzEfR9pveuSQnxXk3DTicCFkyMVQhHQ9coN5aY4WfxCagJI
CREDA	Newsletter #1	https://mailchi.mp/5e3483fc4804/lab4supply-newsletter?e=8b1c406180
USMS	facebook, youtube, website INRA ET ENCG	
CIHEAM-IAMM	LinkedIn post	https://www.linkedin.com/feed/update/urn:li:activity:7172290479324131329?updateEntityUrn=urn%3Ali%3Afs _feedUpdate%3A%28V2%2Curn%3Ali%3Aactivity%3A7172290479324131329%29
CREDA	Newsletter #2	https://mailchi.mp/f4747594caf1/2nd-lab4supply
CREDA	Linkedin post	https://www.linkedin.com/posts/lab4supply_lab4supply-primaprogram-livinglabs-activity- 6951111694869778432-iM9N?utm_source=share&utm_medium=member_desktop
CIHEAM-IAMM	Tweet	https://x.com/CIHEAMIAMM/status/1670782092098121729
CREDA	Twitter post	https://x.com/Lab4Supply/status/1723018649613611272
HORTA	Article on magazine PRIMA observatori on innovation	https://primaobservatory.unisi.it/it/magazine/storie/lab4supply-soluzioni-per-aumentare-la-sostenibilita-e-la-competitivita-dei-piccoli-produttori-del-mediterraneo
CIHEAM-IAMM	Facebook post	https://facebook.com/ciheam.iamm/posts/pfbid0uRkg6kLhGmV9Cw3NCabmDSzzC3zqsu3vy3bewqf3ubDvYd9688Xe9JyC1H7feapbl
CIHEAM-IAMM	Instagram post	https://www.instagram.com/p/C43lo2tqaFU/?fbclid=IwZXh0bgNhZW0CMTAAAR00LxhoQzPRIQULAJsGU6QWa7mtMTd9mzGyWt6SVII5aVOFTqt_RI8De6A_aem_AULtktG5QGKRCPj0MCc9yzONXlOdkuuY_5JjfaeH5QA_60rsqzBx1_RnS0we1gkxkgnE59-SeLC0ig5ks3Xxuufl
CIHEAM-IAMM	LinkedIn post	https://www.linkedin.com/feed/update/urn:li:activity:7177386376085020672
CIHEAM-IAMM	Tweet	https://x.com/CIHEAMIAMM/status/1742946676069863723
CIHEAM-IAMM	Instagram post	https://www.instagram.com/p/C1r2Rg2KGA0/?fbclid=IwZXh0bgNhZW0CMTAAAR3qAAAxAGdNRLbqNzLllu B_T83uXuV6JYtV5M6y2UBCjE2fyNDHGrpBxE0_aem_AUIwBjvgCxpvfZJ6AWCkithwjY7- XwRaWIITxSUn9yImDAC8fViYkgir8qnYFwZ85eSxPXx_IKxYKkvpbUQ7HsOq
CIHEAM-IAMM	Facebook post	https://facebook.com/ciheam.iamm/posts/pfbid037cZU9C5vFUz2JMq4Y3GLndPw9R3CGueA7XjGFJwmiSzHem1vrjrb8VjcsL75Hpnfl
CIHEAM-IAMM	LinkedIn post	https://www.linkedin.com/feed/update/urn:li:activity:7148712497493995520?updateEntityUrn=urn%3Ali%3Afs _feedUpdate%3A%28V2%2Curn%3Ali%3Aactivity%3A7148712497493995520%29
CIHEAM-IAMM	Instagram post	https://www.instagram.com/p/C4lkGVBqyql/?fbclid=lwZXh0bgNhZW0CMTAAAR3qAAAxAGdNRLbqNzLlluB_ T83uXuV6JYtV5M6y2UBCjE2fyNDHGrpBxE0_aem_AUIwBjvgCxpvfZJ6AWCkithwjY7- XwRaWIITxSUn9yImDAC8fViYkgir8qnYFwZ85eSxPXx_IKxYKkvpbUQ7HsOq

CIHEAM-IAMM	Facebook post	https://facebook.com/ciheam.iamm/posts/pfbid0ptzd58SwcmTje29rPcjdzUMGXVC1Udb9DCe9keBD3ViEC2PzVoTEYCZmYCr9NwZl
HORTA	Booklet on 2020 projects produced by the Italian Prima secretariat	http://www.primaitaly.it/2021/07/07/online-il-booklet-dei-progetti-vincitori-bandi-prima-2020/
HORTA	Report of PRIMA projects by Segretariato Italiano di PRIMA - Università di Siena	https://www.primaitaly.it/ministero-universita-e-ricerca-e-segretariato-italiano-di-prima-presentano-il-report-2018-22-e-annunciano-i-bandi-2024-oltre-60-milioni-per-agroalimentare-e-gestione-risorse-idriche/
CIHEAM-IAMM	Facebook post	https://facebook.com/ciheam.iamm/posts/pfbid02a6VXNjaSGgNnadxxJfk27iwyTELMuHDwAJ6C1cUhYR5V9aXCW9J5dqGN6EdtzWsI
CREDA	Twitter post	https://x.com/Lab4Supply/status/1570371844871692288
CREDA	Linkedin post	https://www.linkedin.com/posts/lab4supply_lab4supply-english-franaexais-activity-6976164594796879872-QEt4?utm_source=share&utm_medium=member_desktop
CREDA	Linkedin post	https://www.linkedin.com/posts/lab4supply_lab4supply-primaproject-projet-activity-7033767107611779072-BD4o?utm_source=share&utm_medium=member_desktop
CIHEAM-IAMM	Tweet	https://x.com/CIHEAMIAMM/status/1763611208832123362
CIHEAM-IAMM	Instagram post	https://www.instagram.com/p/C2VbI05K- hy/?fbclid=IwZXh0bgNhZW0CMTAAAR00my4j6PTmwgVMfyhsEMLXujTUNHo5FeTHycW7yjr14gdpPdv5a ErCo_aem_AUJs9Hy7x-f_VV2kBcY6GkTIns79xM- A13w0X2xw3XsXKIT4nhqukKg9LeGMVTmVFsJ9CQH63Inolwpd4PNrjL5_
CIHEAM-IAMM	Facebook post	https://facebook.com/ciheam.iamm/posts/pfbid026rDrC8ZamJHRiJxoo8zZ52o22TyACTC6m5yiCSHrdTP8.sjV3r31mPxssm1F6Wkl
CIHEAM-IAMM	LinkedIn post	https://www.linkedin.com/feed/update/urn:li:activity:7154563778276179968?updateEntityUrn=urn%3Ali%3/ _feedUpdate%3A%28V2%2Curn%3Ali%3Aactivity%3A7154563778276179968%29
CIHEAM-IAMM	Tweet	https://x.com/CIHEAMIAMM/status/1748797991467569255
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https://facebook.com/ciheam.iamm/posts/pfbid08xyXw9nRqZq9nKVdLYR3MYSnSUu9zHFZR6Ukbitn57QSZ

https://www.linkedin.com/posts/andreas-drichoutis-2954752 lab4supply-foodsupplychain-consumerresearch-

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HORTA	post Facebook Segretariato Italiano di PRIMA - Università di Siena	https://www.facebook.com/profile/100048666706232/search/?q=lab4supply
CREDA	Twitter post	https://x.com/Lab4Supply/status/1511983170203398148
CREDA	Twitter post	https://x.com/Lab4Supply/status/1529806607189671936
CREDA	Linkedin post	https://www.linkedin.com/posts/lab4supply_inraabrwebinarabrseries-activity-7104750174907813888- ImSV?utm_source=share&utm_medium=member_desktop
CIHEAM-IAMM	Instagram post	https://www.instagram.com/p/CxNq5QXoek9/?fbclid=lwZXh0bgNhZW0CMTAAAR3hcUBuWlRbWzBwJbmoCuTKJaUiFUc0_D9M3vua7pwYlvYPKeBx_RlOcPE_aem_AUInzMcilG1diltBiQcaq74WT2xrKldH3h4m_AvsD4XiWtgMamnlvAaJFVxYHJIsA5r6UrJoMReyRHjtHcyAb1eA
CIHEAM-IAMM	Facebook post	https://facebook.com/ciheam.iamm/posts/pfbid0ozaDKrB812mmKgCJ8D2JkJAbQuvyQ9THXKH93Mh5m5oBeSxTjcUtkmgyeG8H3wE8l
CIHEAM-IAMM	Tweet	https://x.com/CIHEAMIAMM/status/1769084049614598439
CIHEAM-IAMM	LinkedIn post	https://www.linkedin.com/posts/ciheam-iamm_lab4supply-chataigne-valorisation-activity-7174849804387151872-6XJ5?utm_source=share&utm_medium=member_desktop
CIHEAM-IAMM	Tweet	https://x.com/CIHEAMIAMM/status/1545307033360306176
CIHEAM-IAMM	Instagram post	https://www.instagram.com/p/Cfvk6zQqJrp/?fbclid=lwZXh0bgNhZW0CMTAAAR0Zs- _eJxnXV99XufHnSqlQu9XPjXcu79xZIS0ccrdDhLov1E6gBBhZFKE_aem_AULsXiawaAEJxP1ITBMZRPEzFu ifw53KZHnr47V3WltrR7TYkKjQB2s5iymfn9Xf_Hua0luMPSDod_d9KgM09cc-
CIHEAM-IAMM	Facebook post	https://www.facebook.com/ciheam.iamm/posts/pfbid0QFyo5DjwuGaAa5wabdxHgXoq58ZjriDnbAVtMUs4bHuTG3jRChWfXgsB252r6ZLal
CREDA	Twitter post	https://x.com/Lab4Supply/status/1744697825756164366
CIHEAM-IAMM	Facebook post	https://facebook.com/ciheam.iamm/posts/pfbid02mCwajuucRMqoLPpWxbDrRAhRrysga8DBfwf941ZhcrGwD 29qpm8XrojYVMVVuQ3JI
CIHEAM-IAMM	Instagram post	https://www.instagram.com/p/C3-rRQhKrwA/?fbclid=lwZXh0bgNhZW0CMTAAAR3yv_xkwtIVvU0SZW7854FmbCJhFDnLLI-2eyfdDTy3WNLfljCfLhO5pIM_aem_AUlpbt3tiTJkudP4QcVDssTJZfPGvb2Qn8ZzqjzZcLLqNyYhC81KE7F7XgFWT1pqOP9OHnr-joQF52dZ7RyNf06g
HORTA	Project in Horta website	https://www.horta-srl.it/ricerca-sviluppo/progetti-2/
HORTA	post LinkedIn Segretariato Italiano di	https://www.linkedin.com/feed/update/urn:li:activity:6864926627390885889/

https://x.com/Lab4Supply/status/1767133133780988227

NJfYTeGe4QSeag7t3NU8XjR6cl

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Twitter post

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https://www.linkedin.com/posts/lab4supply_lab4supply-prima-research-and-development-activity-6999392610637205505-nb4O?utm_source=share&utm_medium=member_desktop

CREDA	Linkedin post	https://www.linkedin.com/posts/lab4supply_lab4supply-labs-for-new-supply-chain-mediterranean-activity-6960153815748591616-B0sQ?utm_source=share&utm_medium=member_desktop
CIHEAM-IAMM	Tweet	https://x.com/CIHEAMIAMM/status/1517420172419686400
CIHEAM-IAMM	Instagram post	https://www.instagram.com/p/CcpY4eTohEr/?fbclid=lwZXh0bgNhZW0CMTAAAR0lcfYiHSx_n7LcAYAimDSz hTdk3e-zWnlvk8jjAY6-BlBHAl99Hbg_mFw_aem_AUJ- Fm8kJUInmToorN_f5ul5FcwMzUwQ3Zvkgkror7WINhUXr-zCrTyrn-qKxZDACC2GqsOhGSAHRxyWf1ZQ43AI
CIHEAM-IAMM	Facebook post	https://www.facebook.com/ciheam.iamm/posts/pfbid02qaxu9KRPoovD7xYTsjjHKzpzKrTbZSyUzzESs7WSx9RAQVW1STpr6FTW7T5xTui8l
CIHEAM-IAMM	Facebook post	https://facebook.com/ciheam.iamm/posts/pfbid0Q2L2DtQ7re1CfRCrVu4CLT1NqfqA4ufSTGuZiMEHQgZ2MJTVM9nL4x8sS6pZiSAul
HORTA	Page on LAB4SUPPLY was created on the Prima Observatory lab	https://primaobservatory.unisi.it/it/projects/multi-agent-agri-food-living-labs-for-new-supply-chain-mediterranean-systems-towards-more-sustainable-and-competitive-farming-addressing-consumers-preferences-and-market-changes
CIHEAM-IAMM	Facebook post	https://www.facebook.com/ciheam.iamm/posts/pfbid02sKKzWLPB8yaBoZ8LWnF4tWNcUVrUBBDZK8tmZHnui55UohTrW6U6Kggctg7mi3wKl
CIHEAM-IAMM	Instagram post	https://www.instagram.com/p/Clqw1FjqoQG/?fbclid=lwZXh0bgNhZW0CMTAAAR1X_Hl2isVnTyD_PazCMaJBb5NOyH2YiTdDSyE0Xz3Tx8QOkfYcF5wg-VM_aem_AULkS3G1sJsBSVMIrEvqreWJtVGdbafTeLDXleyXyONUuuAlamYFEUu3wsFIrF1ml3fqenK2LerrsL5O-1QY2IYL
CIHEAM-IAMM	Tweet	https://x.com/CIHEAMIAMM/status/1598683105497214976
UAU	LinkedIn post	https://www.linkedin.com/posts/agricultural-university-of-athens-aua-ofc-3814321aa_lab4supply-activity-6867487497379733504P2S/
CIHEAM-IAMM	Tweet	https://x.com/CIHEAMIAMM/status/1746253444539724228
CIHEAM-IAMM	Facebook post	https://facebook.com/ciheam.iamm/posts/pfbid022aRacH4xHuugY4ibaeW7PkDc1ii61HMR3W6xG1zuQNjgd 2tqHWk6pYooXFzUFurvl
CIHEAM-IAMM	Instagram post	https://l.facebook.com/l.php?u=https%3A%2F%2Fwww.instagram.com%2Fp%2FC2DV_mbN5BL%2F%3Ffb clid%3DlwZXh0bgNhZW0CMTAAAR0xNaSpyqapavBH0O87gi4WHM0JlnqmYEzAyUsekyl0KZhZx83vquKmt 88_aem_AUJvJKmUqUwWfPMyj7S7ctrRKFw1phH-EW_XQI_DdP6146_sbXNHuMXik382RS4k4noViSnevUuq-jCqN1PkRrrc&h=AT1yBuhqzRX6aVxq9RGi-sB24YnCkwT5ZC4j6k9PH1u70MC6i9seuidd-Ym_SzyzAzhWRycmKNx3oNkLtp1HJPPcp7N9Ui56-fo7qXdgh5SyJtoikBoWkfm86cw0joqvpFcmuA
CIHEAM-IAMM	LinkedIn post	https://www.linkedin.com/feed/update/urn:li:activity:7152019234502418432?updateEntityUrn=urn%3Ali%3Afs_feedUpdate%3A%28V2%2Curn%3Ali%3Aactivity%3A7152019234502418432%29
UAU	LinkedIn post	https://www.linkedin.com/posts/avassilopoulos_lab4supply-prima-research-and-development-activity-7024446938246750209-svAc?utm_source=share&utm_medium=member_desktop

UAU	LinkedIn post	https://www.linkedin.com/posts/andreas-drichoutis-2954752_lab4supply-prima-research-and-development-activity-7004532497841569792vLC?utm_source=share&utm_medium=member_desktop
CIHEAM-IAMM	LinkedIn post	https://www.linkedin.com/feed/update/urn:li:share:7108435556509839360/
CIHEAM-IAMM	Facebook post	https://www.facebook.com/ciheam.iamm/posts/pfbid033ic37sYDTHx71pnCWrzWtr1Bkvkk4aa99CFWjBTg4PPeUf8n6sydu5YzuJ7hXayNI
CIHEAM-IAMM	Facebook post	https://www.facebook.com/ciheam.iamm/posts/pfbid02zEZpNAvFoozyPZyi8qoLb4zXx38RQy7uNnz8Mn7QNmsxMTsk6cUQzEcQmFBQFriGI
CREDA	Twitter post	https://x.com/Lab4Supply/status/1709528636611600564
CIHEAM-IAMM	Instagram post	https://www.instagram.com/p/CqnEitCl3Gk/?fbclid=IwZXh0bgNhZW0CMTAAAR3yv_xkwtIVvU0SZW7854Fm bCJhFDnLLI- 2eyfdDTy3WNLfljCfLhO5pIM_aem_AUIpbt3tiTJkudP4QcVDssTJZfPGvb2Qn8ZzqjzZcLLqNyYhC81KE7F7Xq FWT1pqOP9OHnr-joQF52dZ7RyNf06g
CIHEAM-IAMM	Facebook post	https://facebook.com/ciheam.iamm/posts/pfbid0z5PnF8nFRLUwcTfyazfSQBgzLSEpDHz5Wv68isHV3DPQ1bAFq3j5JZML1jLQH5iel
CIHEAM-IAMM	Instagram post	https://www.instagram.com/p/CuzHqcgOQLi/?fbclid=IwZXh0bgNhZW0CMTAAAR0wtKMUX_M3UYzrJW7mZ Ck5ke7F2tVsANTw1n2CZpvmt_xNEjPWk86OwtQ_aem_AUJA5GCootFTSvmQBdMZ9m2GlK- VCnROxz19IR6HsCHs8KDgT8ptGRaoXJsoCRxffVl7U4KxxvmigLNl13hZOzrK
CIHEAM-IAMM	Tweet	https://x.com/CIHEAMIAMM/status/1766524728452239621
CIHEAM-IAMM	Instagram post	https://www.instagram.com/p/C4TYUIXqzlb/?fbclid=IwZXh0bgNhZW0CMTAAAR0wtKMUX_M3UYzrJW7mZ Ck5ke7F2tVsANTw1n2CZpvmt_xNEjPWk86OwtQ_aem_AUJA5GCootFTSvmQBdMZ9m2GIK- VCnROxz19IR6HsCHs8KDgT8ptGRaoXJsoCRxffVI7U4KxxvmigLNI13hZOzrK
CIHEAM-IAMM	Facebook post	https://facebook.com/ciheam.iamm/posts/pfbid02dpBYR1BKoQUU5KogBRdAzLMGWAmUMQmdy1adFKP8 VKHggYFCc58noZ8VzACYB3fml
CREDA	Linkedin post	https://www.linkedin.com/posts/lab4supply_servicios-activity-6918200414538485765- VuWa?utm_source=share&utm_medium=member_desktop
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CIHEAM-IAMM	LinkedIn post	https://www.linkedin.com/feed/update/urn:li:activity:7149837480635105280?updateEntityUrn=urn%3Ali%3Af_feedUpdate%3A%28V2%2Curn%3Ali%3Aactivity%3A7149837480635105280%29
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CREDA	Linkedin post	https://www.linkedin.com/posts/lab4supply_lab4supply-benimellal-morocco-activity-711784264876100403000000000000000000000000000000000
CREDA	Twitter post	https://x.com/Lab4Supply/status/1697505756721877164
CREDA	Twitter post	https://x.com/Lab4Supply/status/1705130378757918948
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CREDA	Linkedin post	https://www.linkedin.com/posts/lab4supply_lab4supply-creda-castelldefels-activity-698380690128519987 fPYW?utm_source=share&utm_medium=member_desktop
CREDA	Linkedin post	https://www.linkedin.com/posts/lab4supply_fig-alguaire-catalonia-activity-7010548073147826176- hFbk?utm_source=share&utm_medium=member_desktop
CREDA	Twitter post	https://x.com/Lab4Supply/status/1571877434177486849
CREDA	Linkedin post	https://www.linkedin.com/posts/lab4supply_lab4supply-fig-lab4supply-activity-7057718900376887296-SX7V?utm_source=share&utm_medium=member_desktop
HORTA	post Twitter Segretariato Italiano di PRIMA - Università di Siena	https://twitter.com/primaitaly/status/1459163212126031873
CIHEAM-IAMM	Instagram post	https://www.instagram.com/p/CqV4Ty1oKru/?fbclid=lwZXh0bgNhZW0CMTAAAR00my4j6PTmwgVMfyhs LXujTUNHo5FeTHycW7yjr14gdpPdv5aAgErCo_aem_AUJs9Hy7x-f_VV2kBcY6GkTlns79xM- A13w0X2xw3XsXKIT4nhqukKg9LeGMVTmVFsJ9CQH63lnolwpd4PNrjL5_
CIHEAM-IAMM	Facebook post	https://facebook.com/ciheam.iamm/posts/pfbid02QbduwiLKR9XdDXf5pS2q1HCkjG6RTreYcqcYvoTCW3RyQSSWW4FSbkgbAccUrxl
CIHEAM-IAMM	Instagram post	https://www.instagram.com/p/CqbIw9JJJt6/?fbclid=IwZXh0bgNhZW0CMTAAAR2jRnSjbUm88P64uYRga- - 3rLN35xNiZgg5BR07kLs8Q9YYYAQKYsL4g_aem_AUJPRHdnIJOozd2oxqwvXR1OsLdotxls5l8SO7Nzv\caTzg0_DdawazPdRFbh6plC2b2Q8xb8tdXVatAyjVpY5
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CIHEAM-IAMM

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CIHEAM-IAMM

Instagram post

Facebook post

Instagram post

Facebook post

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HORTA	video YouTube Segretariato Italiano di PRIMA - Università di Siena	https://www.youtube.com/watch?v=KmvvXb0kvdQ
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7 CONCLUSION

The LAB4SUPPLY project adopted a comprehensive communication strategy to involve stakeholders and disseminate its essential conclusions. By releasing newsletters at key intervals, the project ensured ongoing engagement, informing stakeholders of its advancements and significant milestones. The newsletters provided a thorough summary of the project's goals, accomplishments, and progress, guaranteeing openness and sustained interest.

Moreover, LAB4SUPPLY disseminated two press releases to garner media attention and public interest. The initial press release, unveiled in April 2022, initiated the project and presented its objectives, while the concluding press release, scheduled for the culmination of the project, will provide an overview of the primary outcomes and consequences, thereby bolstering the project's prominence and enduring impact.

Utilizing YouTube, LAB4SUPPLY has developed a project video in English with subtitles available in multiple languages, thereby enhancing accessibility. The video content focused on specific topics of interest to Living Lab participants, while also featuring outreach videos designed to educate the general public about sustainable supply chain practices. Through these targeted communication efforts, the project's results were effectively disseminated, attracting a broad audience and amplifying its impact in promoting sustainable supply chain management.