mInimize coSts and mAximize Benefits in the transitionary European regional Labour markets

D7.1 ISABEL Communication & Dissemination Plan

WP7: Dissemination & Exploitation

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

DOCUMENT ID	D7.1
DUE DATE	31.03.25
DELIVERY DATE	
WORK PACKAGE	Wp7
TASK(S)	7.1, 7.2, 7.3
DISSEMINATION LEVEL	Public
VERSION	V3
AUTHOR/S	Foteini Vlachaki, Maria Tountopoulou
FILENAME	ISABEL_WP7_D7.1_V3

Abstract

The ISABEL Dissemination & Communication Plan outlines the project's strategy for outreach, stakeholder engagement, and knowledge dissemination. It starts with an introduction detailing the purpose, target audiences, and structure. The core dissemination strategy follows, highlighting ISABEL's approach to visibility and impact. The document then presents concrete dissemination actions, such as the website, social media, newsletters, press releases, and workshops. Monitoring and evaluation mechanisms are outlined to track effectiveness. The exploitation strategy ensures long-term sustainability of project results. Annexes provide supporting materials, including dissemination tracking, stakeholder mapping, and the first press release.

Views and opinions expressed in this document are those of the author(s) and do not necessarily reflect those of the European Union or REA. Neither the European Commission nor the granting authority can be held responsible for them.

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

Contributors

NAME	ORGANISATION
Foteini Vlachaki	PROGRESSUS
Maria Tountopoulou	PROGRESSUS
Christos Semertzidis	PROGRESSUS

Peer Reviewers

NAME	ORGANISATION
Despoina Kanteler	University of West Macedonia (UOWM)
Ana Viñuela	University of Oviedo (UO)

Versions

Version	Date	Author - Organisation	Description
T.O.C	10.02.25	PROGRESSUS	Table of contents
V1	15.03.25	PROGRESSUS	First version of deliverable
V2	27.03.25	PROGRESSUS	Updated version
V3	28.03.25	PROGRESSUS	Final version

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

Executive summary

The ISABEL dissemination and communication strategy is designed to maximize the visibility, impact, and adoption of the project's outcomes. Through a combination of digital presence, traditional media, academic dissemination, and stakeholder engagement activities, ISABEL ensures that key messages reach relevant audiences, fostering collaboration and knowledge exchange.

A dedicated project website and social media accounts serve as primary tools for continuous engagement, providing real-time updates, project insights, and interactive discussions. In parallel, newsletters, press releases, and leaflets support targeted outreach, ensuring accessibility for both technical and non-technical audiences.

To strengthen ISABEL's credibility and contribution to the research community, scientific publications, conference presentations, and policy briefs will disseminate project findings to academic and professional networks. Additionally, workshops, user events, and stakeholder meetings will facilitate interactive discussions, ensuring that key stakeholders actively participate in shaping and implementing ISABEL's results.

A structured approval process for dissemination materials ensures alignment with intellectual property protection while allowing for broad knowledge sharing. This balance enables effective communication while safeguarding sensitive project outputs.

The dissemination strategy is continuously evaluated, with insights informing refinements to messaging, outreach channels, and engagement methods. By utilising consortium expertise, external collaborations, and innovative communication tools, ISABEL ensures its results are widely disseminated, effectively utilized, and integrated into policy and practice. Through this structured and dynamic approach, ISABEL aims to achieve a lasting impact in shaping the future of skills development and labour market adaptation to digital and green transitions.

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

Table of Contents

1. Introduction 7
   1.1 Purpose of the document 7
   1.2 Intended Audiences 8
   1.3 Structure of the document 9
2. ISABEL Dissemination and Communication Strategy: A Comprehensive Approach to Outreach and Stakeholder Engagement 10
3. ISABEL Dissemination & Communication Plan: Turning Strategy into Action 15
   3.1 ISABEL Dissemination & Communication Plan Overview 15
   3.2 Enhancing collaboration with relevant projects and communities 17
   3.3 Dissemination and Communication tools and activities - initial actions 20
   3.3.1 Website 20
   3.3.2 Social networks 27
   3.3.2.1 Facebook 27
   3.3.2.2 LinkedIn 28
   3.3.2.3 Instagram 29
   3.3.2.4 Monitoring and Key Performance Indicators (KPIs) of Social Media 29
   3.3.3 Newsletters 30
   3.3.4 Press releases 31
   3.3.5 Scientific publications 31
   3.3.6 Workshops and user events 32
   3.3.7 Leaflet & Promotional Video 32
4. Monitoring and Evaluation of Communication and Dissemination Plan 33
5. ISABEL Exploitation Strategy: Creating a Vision for Sustainable Impact 36
6. Conclusion 40

Annex 1 – Dissemination & Communication Plan Audit 41
Annex 2 - Dissemination and communication Tracker 47
Annex 3 - 1st Press Release Paper 51
Annex 4: Journals & Events Lists 52
Annex 5: Stakeholders List 54

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

List of Figures

Figure 1: Dissemination & Communication Target Groups 8
Figure 2: ISABEL Website Tree Structure 22
Figure 3: Isabel's website homepage 22
Figure 4: Newsletter subscription 23
Figure 5: Isabel's website "About" section 23
Figure 6: ISABEL Website Contact page 24
Figure 7: Isabel's website Header 25
Figure 8: ISABEL's website footer 25
Figure 9: ISABEL's Facebook page 28
Figure 10: ISABEL's LinkedIn Page 28
Figure 11: ISABEL's Instagram page 29
Figure 12: Dissemination Expected Outcomes & Key Results - KPIs 33
Figure 13: Communication & Dissemination Risks 35
Figure 14: Exploitation Risks 39
Figure 15: Mapping of ISABEL strong assets and impact 40

List of tables

Table 1:KPIs achieved so far 30
Table 2: ISABEL's Key Exploitation Results 37

List Of Abbreviations

CA- Consortium Agreement

FAROROMO - FAir Green transitiOn of Regional labOur Markets Observatory

IPR-Intellectual Property Rights

JCD- job creation and destruction

KOM- Kick off meeting

KPI-Key Performance Indicator

MRIO - Multi-Regional Input-Output

ROI- Return-on-Investment

SNAP - Smart oNe-stop digital dAta shop

TG- Target group

WP- Work Package

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

1. Introduction

The ISABEL project (mInimize coSts and mAximize Benefits in the transitionary European regional Labour markets) is a research initiative addressing inequalities caused by job creation and destruction (JCD) in the labor markets of Europe. It aims to develop strategies that support a just transition to green and digital economies through policy recommendations, data-driven tools, and workforce reskilling solutions.

To maximize ISABEL's impact, Work Package 7 (WP7: Dissemination & Exploitation) plays a critical role in ensuring that findings and solutions reach policymakers, industry leaders, educators, researchers, and the general public. WP7 focuses on maximising ISABEL's impact through carefully designed strategic communication, dissemination, and exploitation, aiming to achieve large scale public awareness at international, European, national, and local levels, as well as post-project sustainable exploitation. WP7's core tasks involve:

1. Dissemination and Exploitation Strategy and Activities (T7.1)
2. Communication Planning and Public Outreach (T7.2)
3. Collaboration with Relevant Projects and Communities (T7.3)

The **ISABEL Dissemination and Communication Strategy** is designed to ensure broad awareness, stakeholder engagement, and policy impact. By following a structured approach, ISABEL aims to create a lasting legacy in European labor market transitions, fostering socially just and economically sustainable employment policies.

The **ISABEL Dissemination and Communication Strategy D7.1** report outlines an effective and structured dissemination and communication strategy which is crucial to maximize Isabel Project's impact and ensure its results reach relevant stakeholders. Dissemination efforts will foster collaboration, promote knowledge exchange, and enhance policy discussions on job creation and destruction (JCD) and workforce transitions. A key focus is on ensuring the accessibility and sustainability of ISABEL's outputs beyond the project's duration.

A comprehensive communication plan is also presented, detailing the tools, activities, and target audiences that will be engaged throughout the project. It defines the strategies that will be implemented to communicate ISABEL's progress, methodologies, and key results, supporting informed decision-making in the labor market and education sectors.

1.1 Purpose of the document

This document serves as a strategic roadmap for ISABEL's dissemination and communication activities, providing guidance on how project results will be shared with key stakeholders. It ensures that ISABEL's research, findings, and tools gain visibility and are effectively utilized by policymakers, businesses, educational institutions, and

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

the wider public. The plan includes a timeline of dissemination actions, assigned responsibilities, and evaluation methods to measure outreach effectiveness and the exploitation strategy that will be implemented.

1.2 Intended Audiences

ISABEL's dissemination efforts are tailored to engage a wide spectrum of stakeholders, each playing a vital role in shaping labor market policies, education strategies, and workforce development.

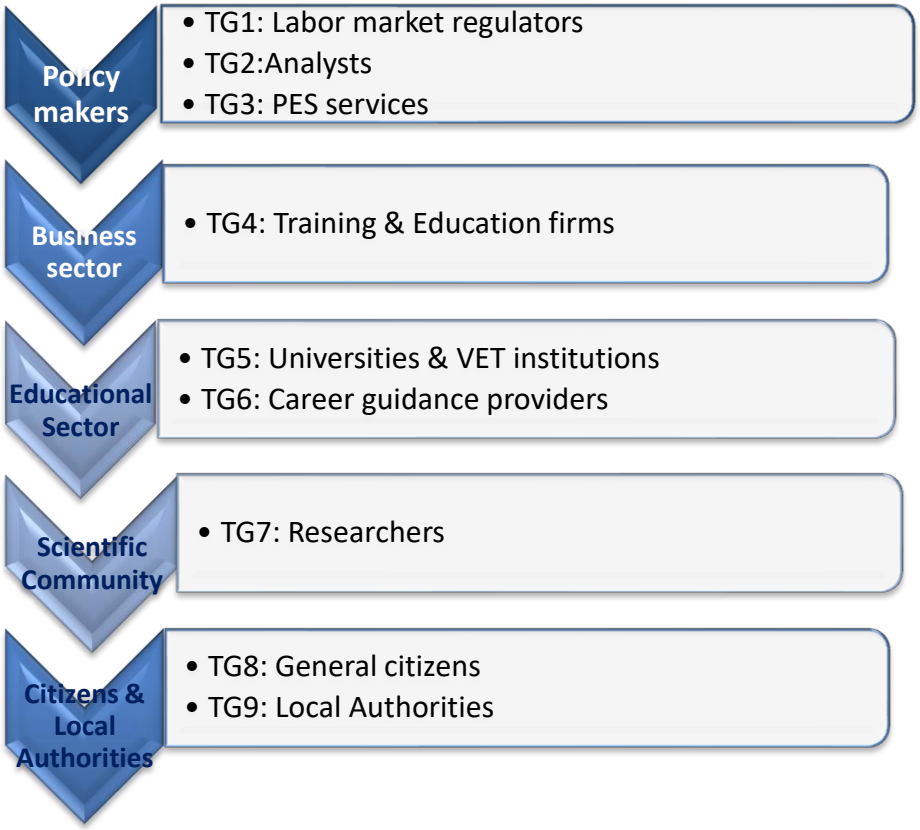


Figure 1: Dissemination & Communication Target Groups

- **Policymakers:** ISABEL provides labor market insights, AI-driven forecasting, and policy recommendations for **labor market regulators (TG1)**, **analysts (TG2)**, and **PES services (TG3)**. These stakeholders will leverage ISABEL's tools, such as the Digital Policy Writer Assistant, to make data-driven decisions that enhance labor market adaptability.
- **Business Sector:** ISABEL supports **training and education firms (TG4)** in workforce upskilling, helping them adapt to emerging skill demands. Business stakeholders will benefit from the ISABEL platform and labor intelligence tools to align their training offerings with industry needs.
- **Educational Sector: Universities and VET institutions (TG5)**, as well as **career guidance providers (TG6)**, will use ISABEL's findings to refine curricula, career

Funded by the European Union
The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

guidance programs, and digital learning tools, ensuring students and job seekers acquire future-proof skills.

- **Scientific Community: Researchers (TG7)** will gain access to ISABEL's innovative methodologies, taxonomies, and forecasting models, contributing to labor market studies and AI-driven employment predictions.
- **Citizens & Local Authorities: General citizens (TG8), including vulnerable groups**, will benefit from ISABEL's job forecasting insights, career guidance support, and educational pathways, while **local authorities (TG9)** will use ISABEL's data analytics for regional employment planning.

By addressing these groups through targeted dissemination activities, ISABEL ensures its results have a lasting impact on labor market adaptation and sustainable workforce development.

1.3 Structure of the document

The ISABEL Dissemination & Communication Plan deliverable is structured to provide a **comprehensive framework** for outreach, stakeholder engagement, and exploitation of project results. The document begins with an **Introduction (Section 1)** outlining the **purpose, intended audience, and structure** of the report. It then presents the **ISABEL Dissemination and Communication Strategy (Section 2)**, detailing the project's overarching approach to ensuring broad visibility and impact.

Section 3 translates this strategy into concrete actions, describing the **tools and activities** that will be implemented, including the website, social media presence, newsletters, press releases, scientific publications, workshops, and promotional materials. **Section 4** focuses on the **monitoring and evaluation** of these efforts, ensuring effectiveness through key performance indicators. **Section 5** presents the **exploitation strategy**, outlining pathways for sustaining project results beyond its duration. The report concludes in **Section 6**, summarizing key takeaways. Additional **Annexes** provide supporting materials, including dissemination tracking, the first press release, stakeholder mapping, and relevant journals and events for further outreach.

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

2. ISABEL Dissemination and Communication Strategy: A Comprehensive Approach to Outreach and Stakeholder Engagement

The ISABEL Dissemination and Communication Strategy is designed to maximize the reach, impact, and sustainability of the project's findings, ensuring that its research and innovations contribute effectively to labour market transitions in Europe. In principle, the ISABEL dissemination and communication strategy plays a critical role in knowledge transfer, stakeholder engagement, and policy influence by ensuring that research outputs are not only produced but also understood, shared, and applied in real-world contexts.

By adopting a structured, multi-phase approach, ISABEL's strategy facilitates:

- Awareness-building among policymakers, industry leaders, researchers, and citizens.
- Engagement and collaboration within labour market ecosystems.
- Knowledge exchange and policy impact, ensuring that ISABEL's recommendations contribute to just and sustainable employment policies.
- Long-term sustainability, so that project outcomes remain accessible, transferable and usable contributing to public labour market policies beyond its duration.

The ISABEL Dissemination and Communication Strategy aims to showcase the project's key strengths, ensuring that its innovative approaches to labour market research, analysis, and forecasting are effectively communicated and utilized. By emphasizing ISABEL's evidence-based insights, policy recommendations, and technological tools, the strategy will facilitate their integration into labour market research and policy development, supporting the creation of equitable and sustainable employment strategies in the context of the green and digital transition. Effective dissemination and communication of ISABEL outputs and findings seeks to support the transformation of research into practical impact by fostering dialogue, participation, and cross-sector collaboration, ultimately shaping fairer, more resilient labor markets.

The dissemination and communication strategy involves distinct actions structured into three distinct and strongly interconnected phases:

1. **Phase A: Stakeholders Outreach Plan (M1-M6)** – Establishing ISABEL's comprehensive dissemination plan, initiate community building and inform relevant practitioners about ISABEL objectives, and its innovation potential, building an initial stakeholders' network.

2. **Phase B: Targeted Approach (M6-M30)** – Identifying key players in target users' ecosystem, expanding community building based on existing networks to create the Stakeholders' Group.

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

3. **Phase C: Public Outreach and Community Consolidation (M12-M30)** – consolidating ISABEL community building and support within stakeholders' group, as well as organise and attend events targeting end users, developers, public and policymakers to enable further exploitation prospects.

Each phase builds upon the previous one, expanding ISABEL's impact across stakeholders, policymakers, researchers, and practitioners.

Phase A: Stakeholders Outreach Plan (M1-M6)

The first phase of ISABEL's dissemination and communication strategy focuses on establishing a strong foundation for outreach and engagement. During these initial months, the project will develop its communication framework and targeted plan, initiate key stakeholder interactions, and begin raising awareness about its objectives, innovation and expected outcomes. The goal is to build an initial community of interest around ISABEL and establish credibility among policymakers, industry leaders, researchers, and labor market practitioners.

Main objectives:

- Develop a comprehensive dissemination plan and ISABEL branding (T7.1).
- Build awareness of ISABEL's objectives and innovation potential.
- Initiate community building involving initial key stakeholders at EU and partner countries level (T7.3).

Phase A Key Activities include:

- **Stakeholder Mapping:** Identifying policymakers, labour market analysts, researchers, representatives from public employment services (PES), career guidance practitioners, training providers, universities, research institutions, local authorities, social partners' organisations, trade unions, business representatives and employers'/employees' associations, and citizens affected by labour market transitions. At the start of the project, all partners will conduct an initial mapping of key stakeholders, which will be continuously expanded and refined throughout the project's implementation.
- **Project Branding & Communication Toolkit:** Developing a visual identity, key messaging, branded templates for presentations, reports, and newsletters, project website development, project social media accounts, and project press release /newsletter.
- **Initial Engagement:**
  - Launching ISABEL's website and social media presence.
  - Publishing a press release.
  - Engaging with key stakeholders at national, regional and local level (actions may include sending press releases, organizing online or face to face meetings etc.)
  - Establishing contact with EU-funded projects and relevant EU organisations and networks such as CEDEFOP, Euroguidance, and Europass.

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

Phase A Expected Outcomes:

Phase A is expected to establish a strong online presence and stakeholder engagement for the ISABEL project, fostering an initial community to support collaboration and knowledge sharing. Its objectives will be effectively disseminated through different communication channels, ensuring broad visibility of the ISABEL brand and long-term involvement of critical actors at EU, national, regional and local level.

Phase B: Targeted Approach (M6-M30)

Phase B focuses on deepening engagement with key stakeholders, identifying key players in target users' ecosystems and expanding ISABEL's network. WP7 coordinates targeted dissemination efforts, ensuring that project findings reach relevant actors in labour market transitions, education and VET, and policymaking. This phase integrates T7.1 (Dissemination activities) public outreach activities (T.7.2) and T7.3 (Collaboration with relevant projects and communities).

Main objectives:

- Strengthen **stakeholder relationships** through continuous engagement.
- Expand ISABEL's community and **Stakeholders' Group**.
- Disseminate interim project findings via **workshops, reports, and events**.

Phase B Key Activities involve:

- **Stakeholder Engagement Expansion:**
  - Establish the ISABEL Stakeholders' Group (T7.3).
  - Conduct targeted meetings with employment, education and VET policymakers, industry leaders etc.
- **Content Creation & Thematic Dissemination:**
  - Publish policy briefs, thematic reports, and academic papers.
  - Organize webinars, newsletters, and blog series.
- **Collaboration & Knowledge Exchange:**
  - Organise synergies with EU funded projects (Horizon, Erasmus+) and labour market policy, skills forecasting and labour market intelligence initiatives.
  - Present ISABEL research at labour market conferences, EU forums, and industry events.

Phase B Expected Outcomes:

Phase B is expected to expand the ISABEL network by engaging a wide community involving key representatives from policy, industry, labour market, and education sectors. It will ensure broad dissemination through targeted stakeholders and target users' engagement while integrating ISABEL findings into labour market and workforce development policy discussions.

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

Phase C: Public Outreach and Community Consolidation (M12-M30)

The final phase focuses on broadening ISABEL's outreach beyond professional stakeholders to the general public, seeking to consolidate ISABEL community building and support within stakeholders' group, as well as targeting end users, developers, public and policymakers. This phase finalizes T7.1 (Dissemination activities) public outreach activities (T.7.2) and T7.3 (Collaboration with relevant projects and communities). Targeted outreach actions, including events' arrangement and attendance for raising awareness in the public, as well as network outreach will ensure that ISABEL's results, policy recommendations, and technological tools are accessible, engaging, and impactful. This phase also strengthens long-term sustainability and opportunities for further exploitation of ISABEL Key Exploitable Results at EU and national level.

Main objectives:

- Reach wider audiences at EU and national level (citizens, end-users, media, regional and local authorities, wider scientific and research community).
- Consolidate the ISABEL community through interactive engagement and knowledge sharing.
- Ensure long-term visibility, usability and sustainable exploitation of project outcomes.

Phase C Key Activities involve:

- **Public Engagement & Awareness Campaigns:**
  - Develop promotional videos, infographics, and e-newsletters on ISABEL's findings.
  - Conclude wider social media campaigns (interviews, podcasts, press releases etc.).
  - Organize public webinars and interactive discussions.
- **Knowledge Transfer:**
  - Conduct information and peer-learning sessions for labour market analysts, career counselors, HR professionals, and policymakers.
  - Publish guidelines and policy recommendations for implementation.
- **High-Impact Events:**
  - Organize final ISABEL international workshops, open conferences, and user national events to present key outcomes.
  - Disseminate joint scientific publications in distinguished scientific journals
  - Policy roundtables to promote ISABEL's recommendations.
- **Further Exploitation Initiatives:**
  - Ensure ISABEL's platform remains accessible for post-project impact.
  - Highlight value added return to potential users who may adopt ISABEL solutions.
  - Involvement of relevant external stakeholders to discuss further exploitation of ISABEL Key Exploitable Results at EU and national level.

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

Phase C Expected Outcomes:

Phase C is expected to result in an established ISABEL community with engaged stakeholders, widespread public awareness of ISABEL's contributions to labour market intelligence and policy making, and identification of sustainable impact prospects and scalable implementation of ISABEL's Key Exploitable Results beyond the project's duration.

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

3. ISABEL Dissemination & Communication Plan: Turning Strategy into Action

3.1 ISABEL Dissemination & Communication Plan Overview

The **ISABEL Dissemination & Communication Plan** is structured based on the outlined Dissemination and Communication Strategy to enable targeted and effective actions that maximize the project's impact and to ensure effective dissemination and engagement with relevant stakeholders and the general public throughout the project's lifecycle. It provides a clear framework for engaging key stakeholders, including policymakers, businesses, education providers, and the broader public, ensuring broad visibility, active stakeholder engagement, and knowledge transfer on labour market research, policy development, and technological innovation. A variety of communication channels and activities have been identified to raise awareness, share progress, and promote outcomes. These include a dedicated project website, regular e-newsletters, targeted press releases, and promotional materials such as brochures and leaflets, as well as presence in social media platforms to foster direct interaction with the audience. The plan follows a multi-faceted approach to effectively communicate ISABEL's key findings, methodologies, and tools to relevant stakeholders, ensuring their usability and long-term adoption.

a) Creating ISABEL Awareness Through a Strong Online Presence and Targeted Communication

A crucial component of the dissemination strategy is to build **ISABEL's identity and visibility** in both professional and public domains. Main aim is to create a strong and engaging digital presence and widespread awareness and encourage participation from a broad range of stakeholders. This will be achieved through:

- **A dynamic online presence**, including a dedicated website serving as the primary information hub for project updates, research findings, and resources.
- **Social media engagement** on popular platforms and blogs to facilitate knowledge exchange, share insights, and interact with stakeholders.
- **Development of high-quality communication materials** (such as presentations, posts, and videos), designed to make ISABEL's findings accessible to a diverse audience.
- **Press releases** to highlight key milestones, interim findings, and expert opinions, ensuring ISABEL's relevance in public discourse on labour market transitions.

b) Establishing Connections, Engaging Stakeholders, and Gathering Feedback

ISABEL recognizes the importance of **direct engagement with relevant target groups and end-users** to ensure that the project's findings and tools are aligned with labour market research, analysis and policy making needs. This interactive approach ensures

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

that ISABEL's results are not just disseminated but also co-developed and validated by the key players who influence labour market policies and workforce strategies. Meaningful interaction and collaboration will be achieved by:

- **Establishing direct communication links** with labour market regulators, public employment services (PES), local authorities, industry associations, education and training providers, universities, and research institutions.
- **Organizing stakeholder roundtables, policy dialogues, and workshops** to present ISABEL's methodologies and collect feedback on their applicability.
- **Conducting targeted outreach efforts**, such as interviews and surveys with labour market actors, to understand their challenges and refine ISABEL's outputs accordingly.
- **Facilitating co-creation and knowledge exchange**, ensuring that ISABEL's solutions are user-driven and practically implementable.

c) Showcasing ISABEL's Technologies and Strengthening Research Collaborations

A key focus of the dissemination plan is to **bring ISABEL's technological innovations to the attention of the broader research and development (R&D) community**. Main aim is to promote knowledge transfer and interdisciplinary collaboration, ensuring that its technologies are positioned for wider adoption and continuous improvement beyond the project's duration. This will be achieved through:

- **Participating in European and international conferences, workshops, and research forums**, where ISABEL's methodologies, AI-powered forecasting tools, and policy models can be demonstrated.
- **Strengthening synergies with other EU-funded projects** in fields such as labour market analytics, skill forecasting, and AI applications in workforce planning.
- **Facilitating collaborative clustering activities**, including joint events, knowledge-sharing sessions, and cross-project collaborations, to enhance ISABEL's reach and adoption.
- **Engaging with technology developers and AI researchers** to explore opportunities for further development and exploitation of ISABEL's digital tools.

d) Disseminating Scientific and Technological Achievements Through Open-Access Publications

ISABEL aims to enhance project academic and scientific impact and bridge the gap between research and practice, ensuring that its evidence-based solutions drive positive changes in labour market forecasting and policy design. This will be achieved through:

- **Publishing research and living labs findings** in high-impact journals, conference proceedings, and technical reports.
- **Prioritising open-access publications,** where feasible, ensuring that ISABEL's insights and datasets are freely available to researchers, policymakers, and practitioners.
- **Submitting papers and policy briefs** to governmental bodies and labour market

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

organizations, translating research into actionable policy recommendations.

- **Encouraging contributions to industry reports and specialized labour market publications**, broadening ISABEL's influence in workforce planning and employment policy discussions.

3.2 Enhancing collaboration with relevant projects and communities

Enhancing collaboration with relevant projects is essential to amplify the impact, visibility, and effectiveness of ISABEL's outcomes. Building synergies with other initiatives that share similar goals can facilitate knowledge exchange, avoid duplication of efforts, and foster innovative solutions through shared experiences. Collaborating with complementary projects also helps to broaden the network of stakeholders, ensuring a more diverse and inclusive exchange of ideas. Moreover, joint dissemination efforts can strengthen the outreach to target audiences, increase policy influence, and support the long-term sustainability of project results. In an increasingly interconnected research and innovation landscape, such collaborations are key to maximizing value and ensuring that ISABEL's contributions resonate beyond its immediate scope.

Strengthening collaboration and networking opportunities calls for a strategic and well-organized approach to **stakeholder engagement**, supported by active effort and commitment from all project partners. The process begins with comprehensive stakeholder mapping at EU, national, regional and local level, which involves identifying and categorizing key actors, such as policymakers, industry leaders, academic institutions, civil society organizations, and community representatives. The mapping process assesses each stakeholder's level of engagement, interest, and potential contribution to ISABEL's objectives, ensuring a clear understanding of their needs, motivations, and expectations. Effective stakeholder mapping enables targeted engagement strategies, fostering meaningful relationships and maximizing project impact.

Partners are advised to follow a structured roadmap to stakeholder mapping and engagement, ensuring a systematic and effective approach. They should first **define the objectives and scope** of their mapping efforts, setting clear criteria for selecting stakeholders based on their relevance, influence, and expertise. The next step involves **collecting data** through desk research, consultations, and industry reports to **identify and validate key stakeholders**. Once identified, stakeholders must be recorded in the Dissemination & Communication Tracker file- Network Mapping (Annex 1), which will serve as a central reference point for monitoring engagement activities, tracking dissemination efforts, and identifying additional stakeholders that could contribute to the project's success. Partners have already identified several stakeholders that could be engaged in the different phases and activities of the project (Annex 5). Tailored strategies will then be developed to address different stakeholder needs, ensuring relevant messaging and outreach plans. **Engagement** should be an ongoing effort, with partners initiating contact through emails, workshops, networking events, and continuous communication mechanisms such as newsletters and advisory panels.

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

In addition, establishing and maintaining a dynamic cluster group, fostering synergies with other **relevant projects and initiatives** is essential. This involves identifying other EU-funded projects with aligned goals, exploring areas of collaboration, and establishing formal and informal communication channels to facilitate knowledge exchange. Joint activities such as co-hosted events, workshops, policy roundtables, and thematic working groups can create opportunities for dialogue and shared learning. Regular meetings and structured collaboration frameworks help strengthen relationships, prevent duplication of efforts, and encourage the co-creation of solutions that enhance ISABEL's long-term impact.

Liaison with other projects should be proactive, strategic, and continuous, ensuring that research findings, best practices, and innovative methodologies are effectively exchanged across networks. Engaging in European and international networks, participating in relevant conferences, and forming strategic alliances with similar initiatives can strengthen ISABEL's position within the broader ecosystem. Establishing joint research initiatives, developing collaborative policy recommendations, and leveraging digital platforms for ongoing engagement further enhance cooperation and knowledge-sharing.

A Cluster group-liaison roadmap to enable meaningful cooperation with relevant RIA projects may involve:

Step 1: Identify Relevant Projects (M1-3)

- Research and list projects with similar objectives, thematic focus, or funding sources (e.g., EU-funded RIA projects, national initiatives).
- Identify existing networks, clusters, and innovation hubs that align with ISABEL's goals.
- Utilize project partners' connections to facilitate introductions.

As part of this effort, ISABEL has already identified five cluster projects that share similar goals and can foster synergies:

- **SkillResilience4EU** (Resilience through re-skilling and upskilling for European labour markets in transition) – Project ID: 101177821 (1/1/25 - 31/12/27)
- **EDU-LAB (**European youth in education and in transition to the labour market) – Project ID: 101177428 (1/1/25 - 31/12/27)
- **SkiLMeeT** (Skills for Labour Markets in the Green and Digital Transition) – Project ID: 101132581 (1/1/24 - 31/12/26)
- **DIAMOND** (Providing a Digital and Modular Ecosystem for Personalized Capabilities Development to Enhance Labour Market Participation and Employment Transition) – Project ID: 101178081 (1/10/24 - 31/03/28)
- **GROW** (Getting ready for the twin transition) – Project ID: 101145643 (1/4/24 - 31/03/26)

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

Step 2: Establish Contact and Initial Discussions (M3-6)

- Reach out to project coordinators and stakeholders through formal and informal channels.
- Propose introductory meetings to exchange objectives, key learnings, and potential collaboration areas.
- Attend relevant conferences, workshops, and forums to initiate networking.

Step 3: Define Collaboration Areas and Synergies (M 4-8)

- Identify common challenges, shared goals, and complementary expertise.
- Discuss potential joint activities such as co-hosted events, policy roundtables, and shared research initiatives.
- Explore the possibility of forming a formal collaboration framework (e.g., Memoranda of Understanding, working groups).

Step 4: Implement Joint Activities (M6-M36)

- Organize collaborative events such as webinars, workshops, or joint publications.
- Share research insights, best practices, and policy recommendations through shared platforms.
- Establish a communication plan to ensure continuous engagement, updates, and progress tracking.

Step 5: Evaluate and Sustain Collaboration (M6-M36)

- Monitor the effectiveness of collaboration through feedback
- Maintain long-term relationships by participating in each other's activities and contributing to policy discussions.
- Document best practices and lessons learned to improve future partnership efforts.

Additional relevant actions include maintaining engagement through consistent communication efforts such as newsletters, social media updates, webinars, and targeted outreach campaigns. Encouraging multi-sector partnerships by connecting businesses, policymakers, and academia fosters a holistic approach to addressing challenges and ensuring that ISABEL's findings are embedded in real-world applications. Furthermore, integrating ISABEL's dissemination efforts with broader industry and policy discussions through policy briefs, expert consultations, and advocacy efforts amplifies its reach and influence.

By implementing these strategies, ISABEL can establish a strong, interconnected community that fosters long-term collaboration, drives impactful changes, and ensures the sustainability and exploitation of key project outcomes beyond its duration.

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

3.3 Dissemination and Communication tools and activities - initial actions

This section presents the initial actions implemented to establish ISABEL's dissemination and communication framework. Key efforts include the development of the project website and social media accounts to ensure continuous visibility and stakeholder engagement. Additionally, the main specifications for creating newsletters, press releases, scientific publications, and leaflets have been defined to support targeted outreach. Plans for organizing workshops and user events have also been outlined to foster knowledge exchange and encourage active participation. These actions lay the groundwork for an effective and sustained dissemination and communication strategy.

3.3.1 Website

3.3.1.1 Overview

The ISABEL project website was launched at the end of M3 and serves as the primary digital hub for communication, visibility, accessibility, and documentation. While its initial development has been completed, ongoing enhancements will be made to improve its features and content as the project progresses. The website provides up-to-date information on ISABEL's objectives, progress, and results while also functioning as a key platform for engagement with stakeholders. Its main goal is to promote the project, increase its visibility, and attract potential collaborators for joint actions. Additionally, the website acts as a repository for publications, reports, and innovative practices, ensuring that public deliverables and key findings are easily accessible to interested parties.

Developed and maintained by PROGRESSUS, the ISABEL website incorporates user-friendly navigation, high-quality content, and optimization for multiple devices. It includes key features such as search functionality, contact information, a document repository, multimedia elements, and social media integration. A subscription form allows visitors to sign up for the ISABEL newsletter, further strengthening engagement with stakeholders and expanding the project's community. As the central information source for ISABEL, the website will be continuously updated with news, events, deliverables, and project outcomes to maintain engagement and ensure accessibility for all users.

3.3.1.2 Data Structure and Hosting

The website is hosted on a Linux LAMP-based server under the domain name https://www.isabelproject.eu, utilizing WordPress CMS for role-based content management, SSL encryption for security, and Google Analytics for tracking user activity. It is structured to allow seamless updates, ensuring fresh and relevant content throughout the project duration. The hosting environment meets high security and performance standards, guaranteeing website uptime and data protection.

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

3.3.1.3 Browser Compatibility

To ensure accessibility across a broad audience, the ISABEL website is compatible with the following browsers: Internet Explorer (11), Edge (87 and later), Firefox (72.0.2 and later), Chrome (87 and later), Safari (14.0.1 and later).

3.3.1.4 Website Development and Optimization

The ISABEL website is built using modern web technologies to ensure seamless user experience, efficient content management, and optimal search functionality.

The website leverages WordPress's robust architecture, utilizing custom post types to structure diverse content effectively. The frontend, crafted with SCSS, Twig, and JavaScript, alongside Bootstrap, delivers a tailored user experience. SCSS facilitates maintainable styling, while Twig ensures efficient templating. JavaScript adds interactive elements, and Bootstrap provides a responsive foundation, empowering content managers to control layouts and updates with WordPress's intuitive interface.

Mailchimp is integrated for newsletter management, allowing users to subscribe via the website and receive project updates directly in their inbox. The email addresses retrieved by the newsletter subscription block will be sent directly to ISABEL Mailchimp account. A contact list will be created and will allow the partners in charge of communication and dissemination to send newsletters to the subscribers. The subscribers can unsubscribe from the mailing list at any time by clicking on the link provided for this purpose at the bottom of the newsletter they will have received. Their data will be deleted from ISABEL's Mailchimp account. No contacts will be stored on the website.

An integrated search engine, driven by real-time data indexing, will provide instant results as users type. This feature enables rapid content discovery through keyword matching against page titles and content. The search system dynamically updates, ensuring all new and edited content is immediately searchable, significantly improving user navigation and information retrieval. This search functionality will be a core feature in the website's initial launch.

To ensure accessibility across various devices, the ISABEL website follows a responsive design approach. The layout and content dynamically adjust based on the user's screen size and platform, including desktops, laptops, tablets, and mobile devices. All website elements will dynamically adjust to the screen size, maintaining readability and usability. Responsive design ensures ease of navigation, improved engagement, and consistent experience across all devices. It plays a crucial role in maximizing audience reach and ensuring inclusivity for all users.

3.3.1.5 Multilingual Support

The Homepage and About the Project pages will be available in six languages to maximize outreach: English (EN), Greek, Spanish, Serbian, Danish and Polish. All other pages will be available in English. The backend CMS will operate in multiple languages, fostering a collaborative environment for diverse content contributors. This multilingual

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

capability ensures seamless content management regardless of the user's preferred language, simplifying workflows and enhancing global team efficiency.

3.3.1.6 Website Structure and Navigation

The website is structured as follows:

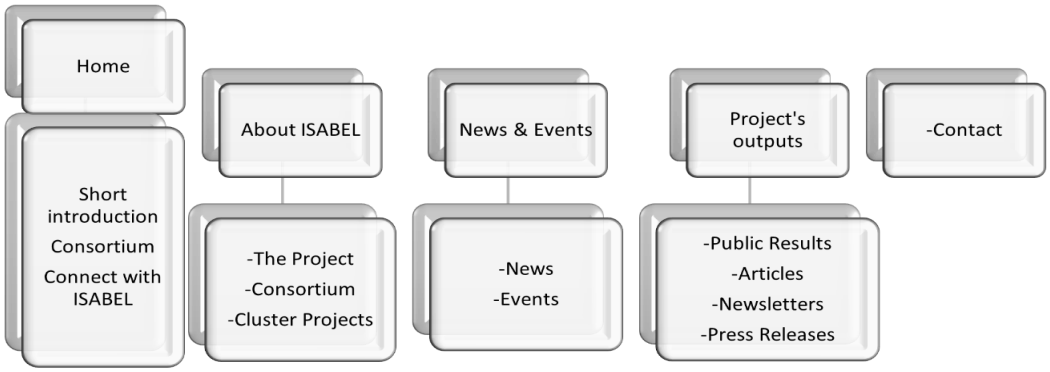


Figure 2: ISABEL Website Tree Structure

The website structure and navigation of the ISABEL project are designed to provide an intuitive and user-friendly experience. The **homepage** serves as the main entry point and offers a concise introduction to the project, highlighting its objectives and significance. It includes a visually appealing section showcasing the project consortium, featuring partner logos. Additionally, the homepage contains a section for newsletter subscription, encouraging visitors to stay updated on project developments, as well as links to ISABEL's social media platforms.

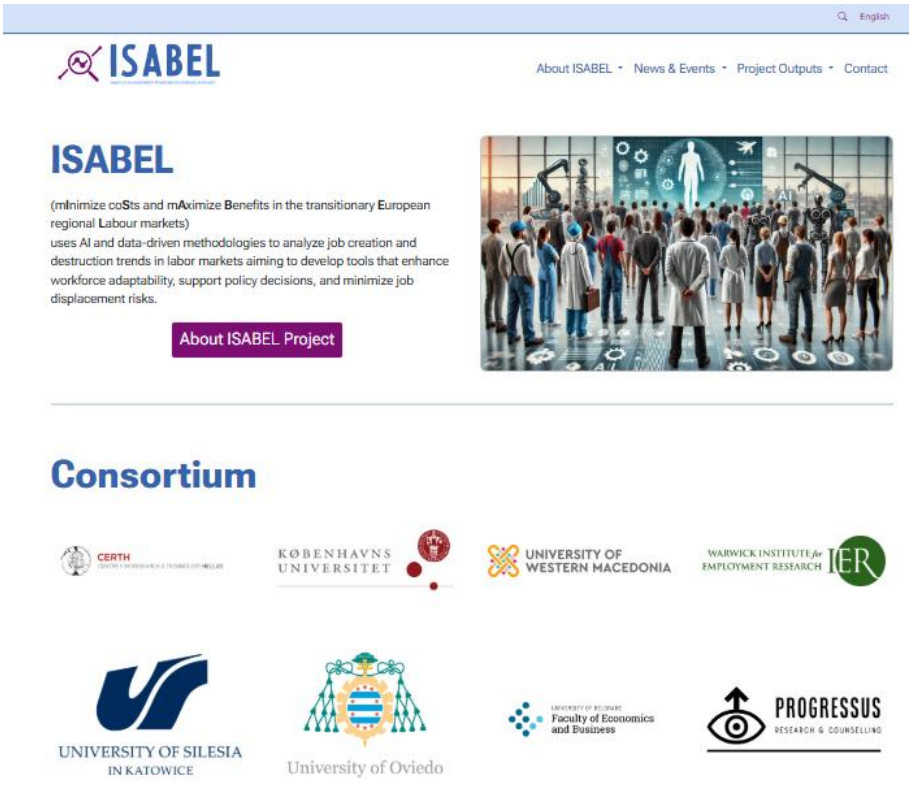


Figure 3: Isabel's website homepage

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

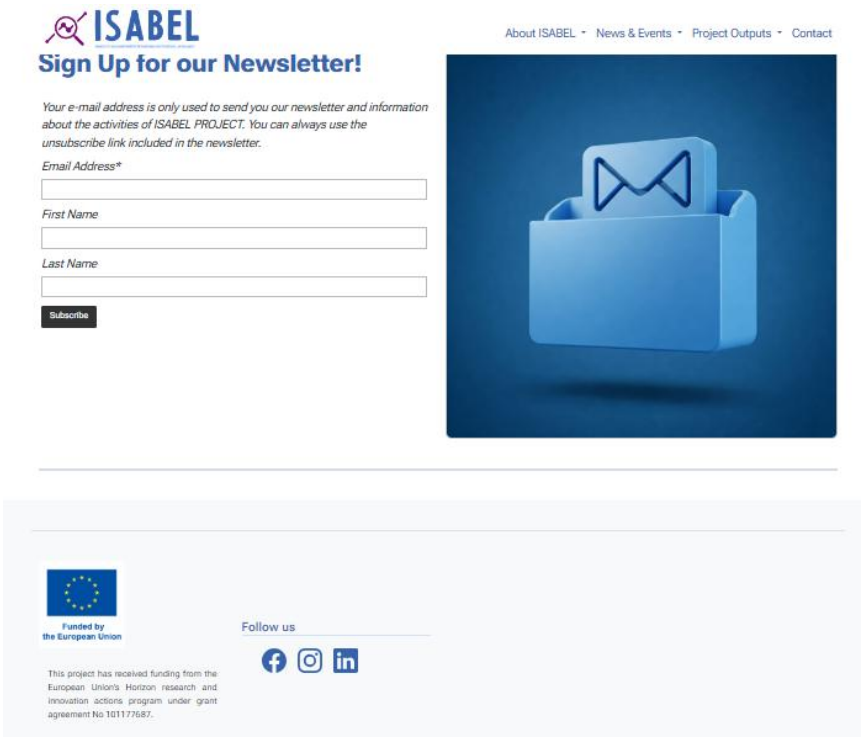


Figure 4: Newsletter subscription

The "**About**" section provides an in-depth overview of the ISABEL project. It is divided into three subsections: one detailing the project's goals, the multi-level approach, impact, and expected outcomes, another presenting the consortium members, and a final section that introduces related cluster projects, fostering collaboration and knowledge exchange.

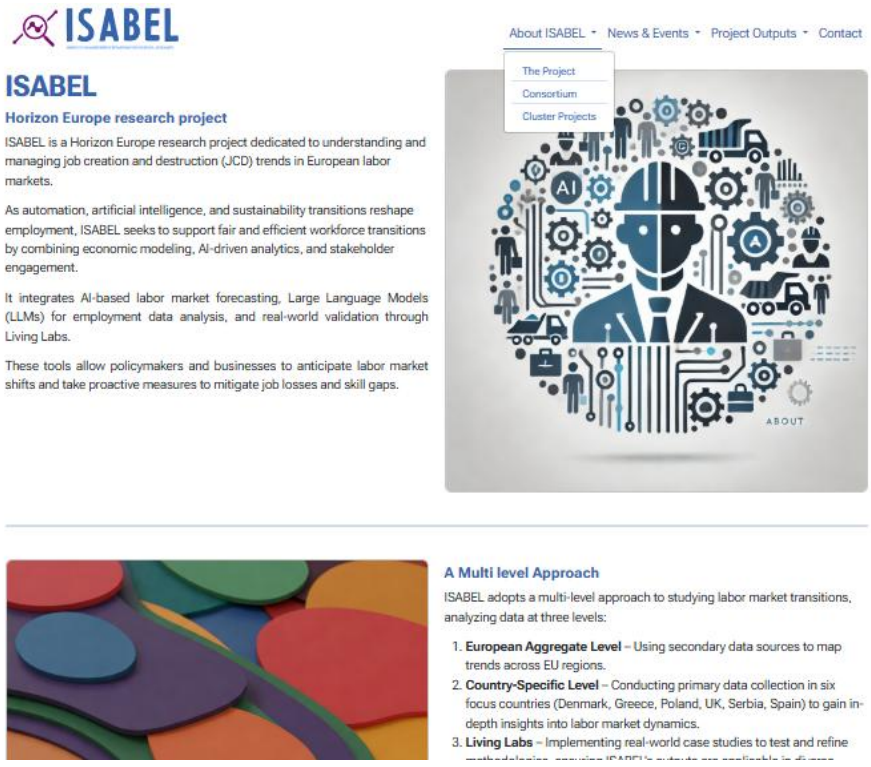


Figure 5: Isabel's website "About" section

The "**News & Events**" section keeps visitors informed about the latest project developments and upcoming activities. The news subsection features articles covering milestones, research findings, and other significant updates, while the events subsection lists relevant workshops, conferences, and other engagements. Clicking on any news or event item redirects users to a dedicated page with further details.

The "**Project Outputs**" section serves as a repository for public deliverables and publications generated throughout the project's duration. It is divided into four subsections: *Public results:* this page gives access to the list of the public deliverables submitted as part of the project and accepted by the European Commission. By clicking on a deliverable title, a new web page opens allowing the visualization of the deliverable in PDF format that will be also possible to download it; *Articles*: this page gives access to the list of articles related to the ISABEL project offering insights into research contributions and findings. By clicking on an article item, the user is redirected to the detail page of this article. This section will be available later, when the partnership will publish scientific articles; *Press releases*: this page gives access to the list of press releases, which present official statements and announcements regarding key project activities; *Newsletters*: this page archives previously sent by Mailchimp newsletters for easy access. When clicking on a newsletter, a new web page opens allowing users to view the newsletter in PDF format.

The website also includes a "**Contact**" page, which provides visitors with a straightforward way to reach out to the ISABEL team.

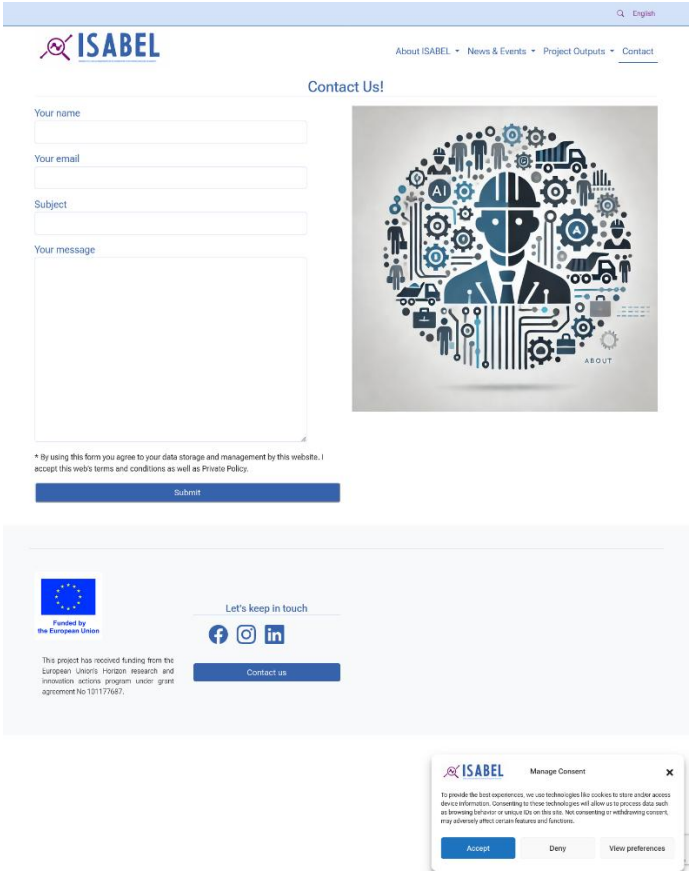


Figure 6: ISABEL Website Contact page

The overall structure ensures that visitors can easily find relevant information, navigate between sections seamlessly, and engage with the project's ongoing activities.

Header and Footer

The **header** of the ISABEL website plays a crucial role in user navigation and branding. Positioned at the top of each page, it displays the ISABEL logo, which serves as a clickable link directing users back to the homepage. The menu, designed in a user-friendly burger format, unfolds upon interaction, revealing well-organized headings and sub-sections that guide visitors to different parts of the website. A search bar, represented by a magnifying glass icon, is also integrated into the header, allowing users to quickly locate specific content by entering keywords.



Figure 7: Isabel's website Header

The **footer**, located at the bottom of every page includes the EU logo as a visual marker of the project identity and features the privacy policy, detailing compliance with GDPR and cookie regulations, ensuring transparency regarding data collection and user consent. A dedicated contact link directs users to the project's contact page and the social media accounts, while acknowledgments highlight ISABEL's funding under the European Union's Horizon research and innovation programme.

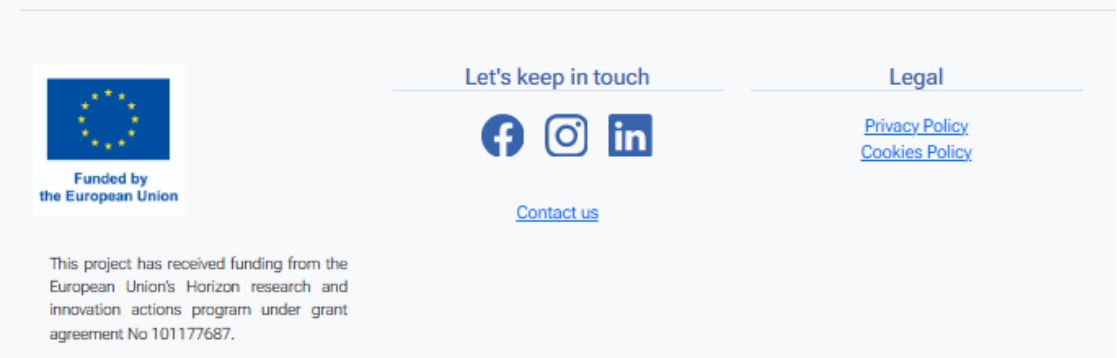


Figure 8: ISABEL's website footer

The first version of the website has been structured with the Homepage, About, and Contact sections fully developed. The News & Events section has been created with initial content, but it will be continuously updated as new developments occur. The Project's Outputs section is currently marked as "under construction" and will be finalized once relevant content, such as project deliverables and completed activities, is ready for publication.

3.3.1.7 Cookie Management and Compliance

To ensure compliance with data protection regulations and streamline cookie management on the ISABEL website, the Complianz plugin has been implemented. This WordPress plugin provides a comprehensive solution for managing cookie consent and facilitating user control over data preferences. Upon visiting the ISABEL website, a clear and informative cookie banner appears, notifying users about the use of cookies for visit statistics and targeted advertising. Users are presented with options to 'Accept', 'Deny', or 'View preferences'.

By selecting 'View preferences', users are directed to the detailed cookie settings interface. This interface, managed by Complianz, displays categories of cookies, such as 'Functional' (which are always active) and 'Statistics', where users can toggle the setting on or off. Clear explanations of each cookie category are provided, giving users granular control over their data. Once selections are made, users confirm their choices by clicking 'Save preferences', ensuring that their preferences are accurately saved and applied. Complianz also ensures that all cookie settings and consent records are properly documented, maintaining compliance with relevant legal requirements. This approach enhances transparency, empowers users with control over their data, and simplifies compliance management within the WordPress environment.

.

3.3.1.8 Performance, Analytics & Monitoring

A Google Analytics tag is embedded within the site to track visitor activity and generate insights into user behavior. This tool enables the project team to have basic tracking information on the website. Key performance indicators (KPIs) will be assessed to measure communication and dissemination effectiveness, including the number of unique visitors, engagement rate on news and event pages, newsletter subscription growth, downloads of public deliverables and reports. We will also monitor: Traffic on each page; Number of leads converted; Demographic information about visitors (e.g., where they are located); Type of device used by visitors (mobile or desktop). These performance metrics will allow the team to refine the website's content and structure, ensuring it remains relevant and engaging for its audience.

According to the proposal, the KPIs for the website use refer to 3000 visitors and 1 minute visit duration.

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

3.3.2 Social networks

The ISABEL project utilizes multiple social media platforms to engage a diverse range of stakeholders, ensuring effective and real-time dissemination of project updates, results, and key findings. By maintaining an active and dynamic presence across different platforms, the project fosters engagement, discussion, and awareness, reaching audiences that include researchers, industry professionals, policymakers, trade unions, students, and the general public. Social media serves as a critical tool for knowledge sharing, encouraging interaction and collaboration while ensuring that the project's impact extends beyond its direct participants.

A well-planned content strategy that includes articles, visuals, interactive posts, videos, and live updates enhances visibility and engagement within relevant communities. By incorporating targeted hashtags, mentions, and collaborative content, the ISABEL project ensures that its social media presence is both impactful and far-reaching. To optimize outreach, the project strategically leverages three primary social media platforms, each catering to a specific audience:

- **LinkedIn** – A professional network where researchers, industry experts, and policymakers can exchange knowledge, participate in discussions, and explore collaboration opportunities.
- **Facebook** – A widely accessible platform used to engage a broader audience, including the general public, policymakers, and interest groups, through posts, images, and live updates.
- **Instagram** – A visually driven platform that simplifies complex topics using infographics, images, and short-form video content, making the project accessible to younger audiences.

All project-related social media accounts were established within the first month of the project and have since been used actively to share updates, including the Kick-Off Meeting (KOM) in Thessaloniki and progress across all Work Packages (WPs).

To ensure continuous growth and engagement, the project implements proactive social media strategies, including weekly updates across all platforms and cross-promotion through partners' institutional and personal accounts. Strong interlinking with partner organizations enhances visibility, while active engagement with key stakeholders, such as European Commission and Horizon 2020-related pages, expands outreach and fosters collaboration with similar projects and initiatives.

3.3.2.1 Facebook

The ISABEL Facebook page- https://www.facebook.com/isabelhorizon/- serves as a key channel for engaging a broad audience, including the general public, policymakers, and special interest groups. Through a mix of text posts, images, videos, and event promotions, the project ensures that information is both accessible and engaging for a non-technical audience. Facebook allows for interactive discussions, enabling users to comment, share, and participate in project-related dialogues. Additionally, the platform is used for live updates and event promotions, ensuring that key milestones and activities reach a wide and diverse audience.

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

The screenshots of ISABEL's Facebook page are provided below.



Figure 9: ISABEL's Facebook page

3.3.2.2 LinkedIn

The ISABEL LinkedIn page -https://www.linkedin.com/company/isabelhorizon- serves as a dedicated space for professionals, researchers, and industry stakeholders, offering in-depth discussions, knowledge exchange, and networking opportunities. Content that will be shared on LinkedIn includes technical advancements, partnerships, policy developments, and invitations to project-related events, ensuring that the professional community remains informed and engaged. The platform is also used to foster collaborations with industry leaders, policymakers, and research institutions, maximizing the project's impact within the professional and academic sectors. A screenshot of ISABEL's LinkedIn page is provided below.

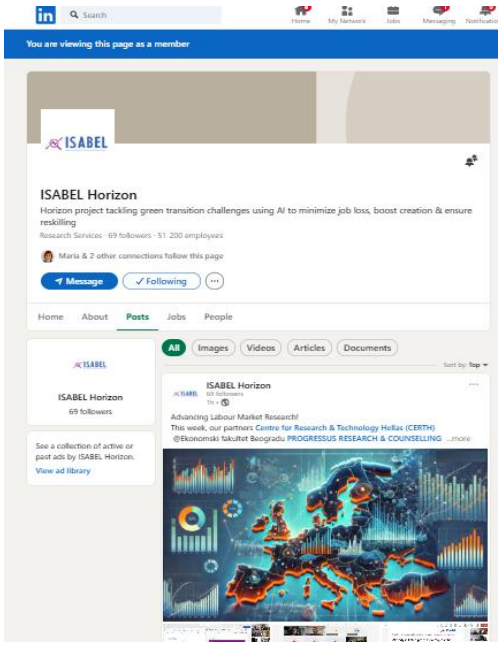


Figure 10: ISABEL's LinkedIn Page

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

3.3.2.3 Instagram

The ISABEL Instagram account -https://www.instagram.com/isabel_horizon/- focuses on visual storytelling, providing a compelling and accessible way to communicate project updates and results. Through infographics, short videos, and engaging stories, the platform aims to simplify complex concepts and make them more digestible for younger audiences and visually oriented users.

A screenshot of the ISABEL Instagram page is provided below.

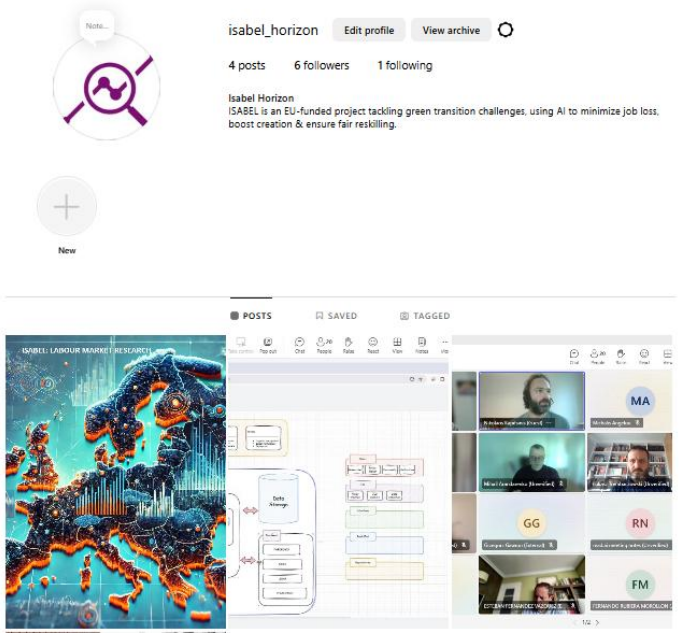


Figure 11: ISABEL's Instagram page

3.3.2.4 Monitoring and Key Performance Indicators (KPIs) of Social Media

The ISABEL Instagram account focuses on visual storytelling, providing a compelling and accessible way to communicate project updates and results. Through infographics, short videos, and engaging stories, the platform aims to simplify complex concepts and make them more digestible for younger audiences and visually oriented users.

To assess the effectiveness of social media activities, key performance indicators (KPIs) will be monitored, including total number of posts published, engagement rates (likes, shares, and comments) and follower growth across platforms.

The ISABEL project aims to reach at least 1,000 followers, generate 500+ interactions, and publish 300+ posts over the project's duration. Engagement metrics such as reach, audience demographics, and user interactions will be analyzed to ensure content resonates with the target audience and meets dissemination objectives. Table 1 presents the KPIs achieved so far.

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

Table 1:KPIs achieved so far

Social Media Account	Followers	Posts	*Interactions*
Facebook	244	5	109
LinkedIn	77	5	51
Instagram	8	5	13
Total	329	15	163

These numbers will be continuously tracked and adjusted through content optimization, audience engagement strategies, and cross-promotional efforts to maximize project visibility and impact.

3.3.3 Newsletters

A key element of the ISABEL project's dissemination and communication strategy is the publication of a regular e-newsletter, designed to inform stakeholders, experts, and the broader ISABEL community about project developments, milestones, and key insights. A total of 10 newsletters will be issued at three/four-month intervals, starting from Month 6 (M6). Partnership has already drafted a first plan for the upcoming newsletters that will be updated and revised according to the project's activities (see Annex 1).

The newsletters will:

- Provide updates on project progress, research findings, and policy developments.
- Highlight notable events, workshops, and conferences attended or organized by project partners.
- Feature interviews with key experts, policymakers, and industry representatives involved in the project.
- Include links to published materials, reports, and social media updates, ensuring stakeholders remain engaged with ongoing activities.

The newsletter will be published in English and will be distributed via email to experts and professionals subscribed through the project website, policymakers, industry representatives, etc. to support broader dissemination.

PROGRESSUS will serve as the editor and coordinator of the newsletter, ensuring timely publication and consistent messaging. All project partners will contribute by providing content, updates, and dissemination support within their respective networks and countries. By using cross-partner communication and outreach, the newsletter will ensure maximum reach and impact, supporting the broader objectives of ISABEL's dissemination and engagement strategy.

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

3.3.4 Press releases

Throughout the ISABEL project, a total of six press releases are planned to ensure widespread dissemination of key milestones, findings, and project updates. The first press release has already been issued, announcing the launch of the project, its aims, objectives, and expected outcomes (Annex 3). The press releases have been scheduled in the Dissemination & Communication Plan Calendar (Annex 1), where the timeline, linked tasks, and responsible partners have been assigned. The plan will be continuously updated to align with new developments and emerging results.

Each press release will be issued at strategic moments, including major research outcomes, stakeholder engagement events, and policy recommendations. They will be disseminated through the project website, social media channels, and media outlets, ensuring broad coverage among policymakers, researchers, industry stakeholders, and the general public. Translations into partner languages will maximize outreach, and each consortium member will be responsible for promoting the press releases within their networks.

3.3.5 Scientific publications

The ISABEL project aims to produce a substantial body of scientific publications, including 10 journal articles and 20 conference papers, ensuring wide dissemination of its findings across academic, policy, and industry networks. These publications will focus on critical topics such as labour market intelligence, AI-driven forecasting, job creation and destruction (JCD) trends, and skills mapping for the green and digital transitions. The research outputs will be based on the project's deliverables, ensuring that each publication is grounded in high-quality empirical findings and contributes to relevant academic and policy discussions. Open-access dissemination will be prioritized to maximize accessibility and impact.

To strategically guide the publication efforts, a preliminary list of targeted journals and conferences has been compiled, based on partner suggestions and past experiences in relevant fields. This list (Annex 4), included in the Dissemination & Communication Tracker, will be continuously updated throughout the project to align with emerging research opportunities and maximise outreach. The journal articles will address key theoretical and methodological aspects of JCD research, including the classification of jobs and skills at risk, ethical considerations in labour market forecasting, predictive modelling for workforce transitions, and policy recommendations for mitigating JCD effects. Meanwhile, the conference papers will present ISABEL's results in leading international conferences, showcasing advancements in AI applications for career forecasting, regional labour market analysis, policy innovation, and multi-regional input-output (MRIO) models. These publications will facilitate knowledge exchange, encourage stakeholder engagement, and reinforce ISABEL's contribution to future workforce planning and economic resilience. A detailed publication plan, including timelines, linked deliverables, and responsible partners, is provided in the annex, with updates planned throughout the project's duration to reflect emerging opportunities.

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

3.3.6 Workshops and user events

The ISABEL project will organize at least seven workshops and events, strategically scheduled to engage stakeholders, validate project results, and maximize outreach. These events, outlined in the Dissemination & Communication Plan Calendar (Annex 1), are linked to key project deliverables and milestones, ensuring alignment with the overall project timeline. The schedule, content, and target audiences will be refined as the project evolves, adapting to emerging findings and stakeholder needs.

Each event will serve a specific purpose, from conceptual discussions on Job Creation and Destruction (JCD) dynamics to practical demonstrations of AI-driven labour market intelligence tools, forecasting models, and policy frameworks. Workshops will be structured to encourage hands-on participation, allowing career advisors, employers, policymakers, educators, and industry representatives to interact with ISABEL's tools, including the FAROROMO Observatory, the SNAP data platform, and the AI-driven Digital Policy Assistant. The final ISABEL conference in M36 will present the project's key findings, policy recommendations, and long-term impacts, fostering dialogue on the future of labour market transitions and workforce planning. Participant attendance, engagement levels, and feedback will be systematically monitored to assess impact and inform future dissemination efforts. A detailed table outlining the planned events, including their timeline, content, and responsible partners, is provided in annex 1.

3.3.7 Leaflet & Promotional Video

Isabel consortium will create a project leaflet in Month 4 (M4) and a promotional video in M12 (M12). This leaflet will serve as an introductory communication tool, providing a clear and concise overview of the project's objectives, methodology, expected outcomes, and key stakeholders. It will be designed to be visually engaging and accessible, ensuring that various target audiences—including policymakers, researchers, career advisors, educators, employers, and the general public—can quickly grasp the relevance and impact of ISABEL.

The leaflet will be digitally available on the project website and distributed in print during relevant workshops, stakeholder meetings, and conferences. Partners will be advised to translate it into national languages to enhance accessibility across different regions. The content will include key project facts, consortium details, ISABEL's approach to job creation and destruction (JCD), and anticipated innovations such as the AI-driven labour market intelligence platform and policy support tools.

Additionally, the promotional video, to be released in M12, will highlight ISABEL's vision, expected impact, and key activities in an engaging and dynamic format. It will feature interviews with project partners, visualizations of ISABEL's digital tools, and real-world examples of how the project supports labour market adaptation. This video will be shared widely through the project's website, social media channels, and stakeholder networks to maximize engagement and outreach.

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

4. Monitoring and Evaluation of Communication and Dissemination Plan

A well-structured monitoring and evaluation framework is essential to ensuring the effectiveness, reach, and impact of ISABEL's Dissemination and Communication Plan. A systematic approach will be implemented to tracking and assessing dissemination activities, ensuring that engagement efforts translate into meaningful interactions, stakeholder involvement, and policy influence.

To measure the reach and impact of the dissemination and communication efforts, specific **Key Performance Indicators (KPIs)** have been established, ensuring a dynamic and responsive communication approach aligned with project goals, including:

- **Website Traffic and Engagement Metrics:** Regular monitoring of visits, time spent on pages, and user interactions on the ISABEL website will indicate the level of interest and engagement with project materials.
- **Social Media Reach and Follower Growth:** The effectiveness of digital outreach will be assessed through metrics such as the number of followers, number of posts, shares, likes, and engagement rates across ISABEL's social media platforms.
- **Dissemination of ISABEL findings metrics:** Number of academic publications, policy briefs, e-newsletters, policy recommendations and tools referencing ISABEL's insights etc.
- **Number of Events, Stakeholders Engaged, and Policy Meetings:** Participation in conferences, number of workshops, and networking events, as well as the number of policymakers, industry representatives, and researchers actively involved in ISABEL's discussions.

WP7 Dissemination Expected Outcomes & Key Results - KPIs

- ❑ **Visual Identity materials** (leaflet, promotional video)
- ❑ **Website** > 3,000 visitors, >1min visit duration
- ❑ **10 E-newsletters/** >100 organisations receiving e-newsletters
- ❑ **Social media campaigns** (Facebook, LinkedIn, Instagram)- 300 posts - 500 interactions - 1000 followers/likes in total)
- ❑ **6 press releases**
- ❑ **10 (Journal) and 20 (Conferences)** joint scientific publications (Labour Market Intelligence & IT journals
- ❑ **Workshops and user events -** Presentation of results in at least 7 (national) events
- ❑ **2 International Awareness Workshops**
- ❑ Establishment of a collaborative cluster group- Stakeholder's network/ joint events with other cluster R&I projects and tools

Figure 12: Dissemination Expected Outcomes & Key Results - KPIs

To ensure the effectiveness and impact of the ISABEL project's dissemination and

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

communication plan, a structured monitoring and evaluation system has been put in place. This system enables the project consortium to track dissemination activities, measure progress against predefined Key Performance Indicators (KPIs), and make strategic adjustments to maximize engagement and visibility.

The evaluation process relies on multiple tools and data sources, including:

- Google Analytics for website performance,
- social media platform analytics, and
- two essential internal tracking tools: **the ISABEL Dissemination & Communication Plan Audit** (Annex 1) and t**he ISABEL Dissemination & Communication Tracker** (Annex 2**).**

Through the systematic analysis of both planned and completed dissemination and communication efforts, the project ensures transparency, accountability, and alignment with its outreach objectives.

A key element of the monitoring strategy is the use of Google Analytics to assess the effectiveness of the ISABEL project's website. This tool tracks website traffic, user behavior, time spent on pages, and geographic reach, providing valuable insights into audience engagement. By analyzing this data, the project team can determine which content is most relevant to visitors, optimize user experience, and improve the reach of key messages. Additionally, social media analytics provide another critical layer of evaluation. Platforms such as Facebook, LinkedIn, and Instagram offer built-in analytics tools that measure performance indicators such as reach, impressions, engagement rates, follower growth, and interaction trends. These metrics are reviewed periodically to assess the effectiveness of the content strategy and ensure that dissemination efforts resonate with the intended target groups. If necessary, adjustments can be made to improve content relevance and audience engagement.

In addition to these automated tracking tools, the ISABEL project has developed two essential tools to systematically plan, track, and evaluate dissemination activities: **the ISABEL Dissemination & Communication Plan Audit** and the **ISABEL Dissemination & Communication Tracker.**

The Dissemination & Communication Plan Audit serves as a strategic roadmap, outlining all planned communication and dissemination activities over the 36-month project duration. It includes a Dissemination Plan Calendar, presented in a Gantt chart format, providing a visual overview of all activities across the project's timeline. The plan also features a detailed Activities Timeline, listing all planned dissemination actions, starting from Month 2, and linking each activity to a specific Work Package (WP) or task, while also assigning responsibility to the relevant partner. Additional sections of the plan cover specific dissemination components, including newsletters, press releases, events, and scientific publications, specifying the expected timeline, responsible partners, possible content, and expected outcomes. As a draft document, the ISABEL Dissemination & Communication Plan Audit is continuously updated to incorporate project outputs and adapt to evolving dissemination needs, ensuring a flexible yet structured approach.

Complementing the Dissemination & Communication Plan Audit, **the Dissemination & Communication Tracker** functions as the primary monitoring tool for tracking actual dissemination efforts across all partners. Unlike the Dissemination & Communication Plan

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

Audit, which focuses on anticipated actions, the tracker records activities that have already been carried out, ensuring that dissemination efforts are properly documented and that the project is on track to meet its communication goals. The tracker includes multiple sections, such as a Stakeholder Network Mapping Sheet to record key stakeholders engaged or planned to be engaged, a Dissemination Event Sheet listing relevant conferences, workshops, and presentations where project results have been or could be shared, and a Journals Sheet for tracking planned submissions to scientific journals. Each partner is responsible for updating their individual Dissemination Log, where they document completed activities, including event participation and/or organisation, social media engagement, published articles, and press releases, along with supporting evidence such as links, photographs or screenshots. The Summary Sheet aggregates all partner contributions, providing a real-time project-wide overview of dissemination progress.

By maintaining and comparing both tools, the project team ensures that all planned activities are being executed as expected and that there are no significant gaps or delays in dissemination efforts. If misalignments between planned and actual activities arise, corrective actions can be taken to optimize communication strategies and improve outreach effectiveness. Regular reviews of both the Dissemination & Communication Plan Audit and Tracker help maintain a cohesive and dynamic approach to dissemination, ensuring that ISABEL reaches its target audiences, achieves its KPIs, and maximizes its visibility and impact.

To ensure continuous improvement, the WP7 leader will conduct regular review meetings and progress assessments, enabling timely adjustments to communication strategies, stakeholder engagement methods, and content dissemination. The insights gathered from these evaluations will inform refinements in messaging, outreach channels, and dissemination formats, ensuring that ISABEL's results are effectively communicated and broadly adopted.

The ISABEL Dissemination and Communication Plan may face risks such as limited stakeholder engagement, ineffective outreach strategies, and challenges in sustaining impact beyond the project's duration. To mitigate these risks, proactive stakeholder mapping and targeted engagement strategies will ensure effective collaboration with key actors. Diversified communication channels, including digital platforms, industry events, and policy dialogues, will enhance outreach and visibility. Additionally, continuous monitoring and feedback mechanisms will help refine strategies and address gaps. To ensure long-term impact, partnerships with relevant networks and institutions will be strengthened, supporting the sustained dissemination and exploitation of ISABEL's key findings.

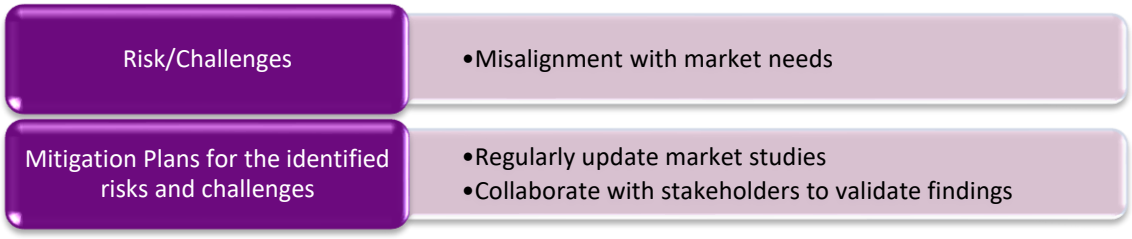


Figure 13: Communication & Dissemination Risks

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

5. ISABEL Exploitation Strategy: Creating a Vision for Sustainable Impact

ISABEL is designed to address the pressing need of the European Union to enhance its EU Skills Agenda—particularly through the formation of a 'Pact for Skills'—while also contributing to the objectives of the European Green Deal. By generating consolidated and novel knowledge about Jobs Creation/Destruction (JCD) and emerging skills shortages, ISABEL aims to provide actionable insights that support workforce adaptation and economic transition.

Establishing an agreed exploitation strategy of ISABEL outputs is essential to ensuring the long-term impact, sustainability, and commercial uptake of its key exploitable results (KERs). The primary objective is to define a structured approach to the exploitation of project outcomes, both at the level of individual partners and the consortium as a whole. This will facilitate further development and practical implementation of ISABEL's results, ensuring that the innovations generated within the project extend beyond its duration and contribute meaningfully to policy, industry, and societal needs.

The ISABEL exploitation strategy will bridge the gap between research and real-world application, ensuring that project outcomes achieve lasting impact in the policy, business, and training sectors. By combining a structured commercialization approach, a strong IPR framework, and active stakeholder engagement, ISABEL will set the foundation for sustained use and growth of its key innovations.

To achieve these goals, a set of targeted actions will be implemented, focusing on transforming ISABEL's outcomes into tangible benefits for stakeholders. The exploitation strategy will follow a structured approach, including the following key components:

I. Development of an Exploitation Plan (T7.1)
A detailed Exploitation Plan will be developed to guide the market uptake of ISABEL's results. This plan will outline:

- The overarching exploitation strategy, detailing key pathways for commercialization, dissemination, and knowledge transfer.
- A return-on-investment (ROI) analysis, evaluating the potential economic benefits of ISABEL's solutions.
- Key exploitation actions during and beyond the project timeline, including necessary steps for business development and proposed business plans.

II. Market Impact and Business Model Analysis (T7.2)
To ensure successful commercial exploitation, ISABEL will conduct market impact and business model analyses focused on:

- Identifying market opportunities and defining strategic entry points for ISABEL solutions.
- Mapping stakeholders and potential value chains, ensuring alignment with

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

industry needs.

- Developing target market strategies, ensuring ISABEL's results reach the right beneficiaries.

This phase will be critical in refining the approach to market positioning, industry collaboration, and commercial viability.

III. Definition of Key Exploitable Results (KERs) and Exploitation Schemas

A central component of the exploitation strategy will be the identification, refinement, and classification of ISABEL's KERs. This will be an ongoing process throughout the project and will involve:

- Defining individual and joint exploitation schemes, outlining how each partner can capitalize on ISABEL's results.
- Evaluating potential commercialization routes for technological, methodological, and policy-related outputs.
- Ensuring that results are positioned for uptake by policymakers, businesses, training institutions, and other key stakeholders.

A first identification of Key Exploitable Results (KERs) has been completed, outlining the main project innovations. Table 2 depicts the impact, the target markets and the owners of each KER.

Table 2: ISABEL's Key Exploitation Results

Key Exploitable Results (KERs)	Expected impact	Target Markets	Results Owner
KER1: Taxonomy of jobs and skills under threat	The taxonomy provides a structured and systematic classification of jobs & skills at risk within the complex and evolving JCD environment. It could serve as a valuable tool for policymakers, businesses, and stakeholders to develop targeted interventions, policies, strategies to address the identified threats and promote resilience in the labour market	Policy makers, Local authorities, Training and Education market, Universities/Educational institutes, Scientific community	UO
KER2: Smart oNe-stop digitAl data shoP (SNAP)	SNAP serves as a centralized repository for up-to-date, comprehensive and detailed data related to job creation, destruction, and associated skills, combined with a userfriendly interface for searching with features such as data filtering and data exploration	Policy makers, Local authorities, Training & Education market, Universities -Educational institutes, Scientific community, Citizens	CERTH
KER3: Composite index of Regional Labour Market Fair Transition	New, novel index to measure JCD process and skills shortages	Policy makers, Local authorities, T&E market, Universities/Educational institutes, Scientific community, Citizens	UCPH
KER4: Digital Policy Wri Assistant	AI-powered tool to support policy makers to form a policy by providing suggestions based on the collected JCD data and past, existing policies	Policy makers including Labour market regulators, Local authorities	CERTH
KER5: FARO ROMO	FARO ROMO is a user-friendly interface and data visualisation system for region-based JCD analysis, including automated insights, clustering techniques, interactive dashboards.	Policymakers, VET program providers, Career guidance practitioners, Scientific community, Citizens	UOWM
KER6: ISABEL platform	User-friendly, accessible, secure, modular platform that integrates all ISABEL tools for JCR monitoring and management	Policymakers, Scientific community	CERTH

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

IV. Joint Exploitation Agreement, Intellectual Property Rights (IPR) and Knowledge protection Strategy

ISABEL is expected to produce several research outcomes and technological innovations. Therefore, special attention is given to knowledge management and protection issues from the very beginning, and during the lifetime of the project. All details regarding management and protection of knowledge created within ISABEL have been specified in the Consortium Agreement (CA). The CA defines **partners' rights and obligations** regarding intellectual property (IP), ensuring fair ownership, confidentiality, and knowledge-sharing principles. The CA follows recognized frameworks, such as **DESCA**, and specifies access rights to knowledge, ensuring that results remain with the generating partner.

This will ensure effective collaboration among partners and sharing of information needed to implement the results. It will also safeguard IP. Key IP principles agreed by partners at the proposal phase are as follows. Pre-existing partners' knowledge is specified in the CA. Access rights to knowledge needed by a partner for the execution of its part in ISABEL shall be granted to the partner on a royalty-free non-transferable basis. Knowledge generated within ISABEL shall remain property of the partner that generated it. If more than one partner generates that knowledge and it is not possible to separate their contributions, the knowledge will be jointly owned. To facilitate wide dissemination of results, while also ensuring that IP and commercial interest of partners is met, dissemination assets will be submitted to the Project Coordinator, Dissemination Leader and involved partners for approval, before submitted. Ownership and IP of results will be monitored via a Results and IP registry to be updated continuously.

V. Return-on-Investment (ROI) and Value Assessment

A ROI-based exploitation analysis will be conducted to assess the potential added value of ISABEL's solutions, focusing on:

- Economic and social benefits for end users, including businesses, policymakers, and training providers.
- Efficiency gains through improved career development strategies and workforce adaptability.
- Cost-benefit analysis, particularly in terms of productivity enhancement, social impact, and labor market integration.

This assessment will be instrumental in demonstrating the tangible benefits of ISABEL's innovations to potential adopters.

VI. Internal Exploitation Meetings & Stakeholder Engagement

To foster alignment and ensure collective decision-making, regular internal exploitation meetings will be held throughout the project. These meetings will allow partners to:

- Discuss and refine the exploitation vision, ensuring shared commitment to the strategy.
- Evaluate and adjust the IPR approach, based on project progress and external market conditions.
- Plan and coordinate stakeholder engagement efforts, particularly with potential adopters and commercialization partners.

Additionally, ISABEL will initiate stakeholder engagement activities, utilizing its pilot

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

programs as market-oriented demonstrations. These pilots will be used to:

- Connect with potential customers and end users, validating real-world applicability.
- Gather insights from external experts and industry players, refining exploitation strategies.
- Facilitate early-stage adoption, ensuring that ISABEL's solutions gain traction before project completion.

To ensure the effective implementation and sustainability of ISABEL's outcomes, a series of targeted exploitation measures will be carried out throughout the project. These include the identification of at least **six Key Exploitable Results (KERs),** the development of **two joint exploitation paths** and **six individual exploitation plans**, ensuring tailored strategies for market uptake. Additionally, **two online marketing surveys** will be conducted to assess industry needs and stakeholder engagement, while **two exploitation workshops** will facilitate knowledge exchange and practical discussions on commercialization pathways. To validate ISABEL's comprehensive solutions, at least **five testing and validation activities** will be organized, ensuring that project innovations meet real-world requirements and can be effectively adopted by end-users.

Collaboration with relevant R&I projects and communities may face **risks** such as misalignment of objectives, lack of engagement from key stakeholders, and difficulties in coordinating joint activities. To mitigate these risks, early identification of synergies and clear communication of shared goals will ensure effective collaboration. Establishing formal agreements, such as Memoranda of Understanding (MoUs), appoint ambassadors with social science and technical backgrounds, or assign rotated management roles within the cluster group can help effective coordination, define roles and responsibilities, while regular meetings and knowledge-sharing sessions will maintain engagement. Additionally, utilising digital collaboration tools and participating in industry and policy events will enhance coordination and visibility, ensuring that partnerships remain productive and mutually beneficial.

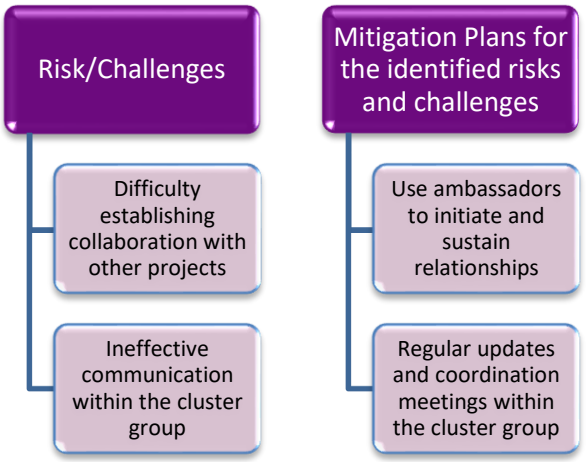


Figure 14: Exploitation Risks

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

6. Conclusion

The ISABEL dissemination and communication strategy is designed to maximize the visibility, impact, and adoption of the project's outcomes. Through a structured and multi-channel approach, ISABEL ensures that key messages and potential outcomes reach relevant stakeholders, fostering engagement and knowledge exchange. The strategy is built upon a combination of digital platforms, traditional media, scientific publications, and direct stakeholder interactions, ensuring broad outreach and sustained interest in the project.

A dedicated project website and active social media presence serve as primary tools for continuous engagement, providing up-to-date information, project news, and research developments. Additionally, newsletters, press releases, and leaflets offer targeted outreach, catering to both technical and non-technical audiences. Scientific publications and conference presentations further enhance ISABEL's credibility and contribute to the broader academic and professional discourse. Workshops, user events, and stakeholder meetings play a crucial role in facilitating interactive discussions and knowledge transfer. These activities not only promote the project's findings but also create opportunities for collaboration, feedback, and practical implementation of ISABEL's innovations and key exploitable results to inform policies, guide labour market interventions, and enhance workforce planning strategies.

<table>
<tr><th>SPECIFIC NEEDS</th><th>KEY EXPLOITABLE RESULTS</th><th>DISSEMINATION-EXPLOITATION & COMMUNICATION MEASURES</th></tr>
<tr><td>N1: Improved management of JCD (TG1-9)
N2: Enhance social inclusion in JCD management (TG1;3;4;5;8;9)
N3: Foster region specific recommendations (TG1;9)
N4: Strategies to develop effective, accessible, inclusive upskilling and reskilling programs (TG3;4;5;6;7;8)
addressing JCD negative effects (TG1;9)</td><td>KER1: Taxonomy of jobs and skills under threat (TG1;2;3;4;5;6;7;9)
KER2: SNAP Platform (TG3;4;5)
KER3: Composite index of Regional Labour Market Fair Transition (TG1-9)
KER4: Digital Policy Writer Assistant (TG1;9)
KER5: FAir Green transitiOn of Regional labOur Markets Observatory (FAROROMO) (TG1;2;3;5;6;7;8)
KER6: ISABEL platform (TG1;3;7;9)</td><td rowspan="3">Exploitation:
• Identification of KERs ≥ 6
• Joint Exploitation Paths ≥ 2
• Individual Exploitation Plans ≥ 6
• Online Marketing Surveys ≥ 2
• Exploitation Workshops ≥ 2
• Testing and validating the project's comprehensive solution >5
Dissemination:
• Presentations at scientific conferences
• Participation in >3 workshops, in >7 events, >3 partners' events
• Links to project's website > 10
• Scientific publications and Journal publications >25
• Collaboration with related projects
• Dissemination of project outputs via European and national networks
Communication:
• Project website > 3000 visitors; visit duration > 1 minute
• Social media channels >1000 followers/likes, > 300 posts, > 500 interactions
• Brochures and banners • Newsletters > 10</td></tr>
<tr><th>TARGET GROUPS</th><th>OUTCOMES</th></tr>
<tr><td>TG1: Labour market regulators
TG2: Labour market analysts
TG3: PES services
TG4: Training and education firms
TG5: Universities and other educational, VET institutions
TG6: Career guidance providers
TG7: Scientific and research community
TG8: Citizens in general including vulnerable groups
TG9: Local authorities</td><td>PO1: Development of an up-to-date JCD and skills data lake, comparable across Europe, at both national and regional scale.
PO2: Advanced ability to conceptualise the uneven implications of JCD and skills
PO3: Increased policy and social awareness through open access to data and indexes on JCD and skills shortages.
PO4: Viable pathways in tackling skills shortages</td></tr>
<tr><th colspan="2">IMPACTS</th></tr>
<tr><td>Socio-economic Impact: Ensuring a fair transition; Improved workforce development; Better understanding of inequalities; Reduced income inequality; Informed decision-making.</td><td>Scientific/Technological Impact: Improved understanding of JCD and skills shortages; Better understanding of labour dynamics; Innovative tools for policy recommendation.</td><td>Environmental Impact: By focusing on the creation of new green jobs and industries, the project indirectly supports environmental sustainability.</td></tr>
</table>

Figure 15: Mapping of ISABEL strong assets and impact

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

Annex 1 – Dissemination & Communication Plan Audit

A1.1. Calendar

ISABEL DISSEMINATION PLAN CALENDAR																																			
Activity/Month	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36
Social media accounts		x																																		
Website			x																																
Leaflet-Video				x								x																								
Social media posts		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Newsletters						x				x			x			x			x			x				x			x						x
Press Releases			x									x						x						x						x						x
Conference Papers										x	x								x	x					x	x	x	x	x		x			x	x	x
Journal Articles										x	x	x		x						x						x		x	x				x	x		x
Events														x										x				x		x	x	x				x

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

A1.2 Newsletters

Newsletters (10)

Newsletter	Timeline	Indicated Content (Linked to Tasks/Deliverables)	Responsible Partner(s)	Expected Output
Newsletter 1	M6	Introduction to ISABEL, objectives, and early findings from **T2.1** (state-of-the-art on JCD, D2.1).	PROG, UO	Increased awareness of project goals and activities.
Newsletter 2	M10	Findings on JCD taxonomy (**T2.1**, D2.1) and initial results of the co-creation framework (**T2.2**).	UO, UCPH	Stakeholders informed about progress.
Newsletter 3	M13	Co-creation framework progress (**T2.2**, D2.4) and Living Labs stakeholder engagement (**T6.3**).	UCPH, UOWM	Stakeholder engagement in Living Labs.
Newsletter 4	M16	Data collection updates (**T3.2**) and early SNAP tool design insights (**T3.3**, D3.5).	CERTH, US	Wider visibility for technical developments.
Newsletter 5	M19	FARAROMO Observatory progress (**T5.1**, D5.1) and Digital Policy Writer Assistant updates (**T4.5**).	CERTH, UOWM	Enhanced reach among policymakers.
Newsletter 6	M22	Forecasting models and preliminary outputs (**T4.4**, D4.6, D4.7); Living Labs results (**T6.3**).	IER, UOWM	Dissemination of actionable insights.
Newsletter 7	M26	Key findings on MRIO analysis (**T4.3**, D4.3) and skills shortages report (**T4.1**, D4.1).	US, UO	Focused reach to academic and policy communities.
Newsletter 8	M29	Updates on the ISABEL platform (**T5.3**, D5.3) and Living Labs updates (**T6.3**).	CERTH, UOWM	Platform promotion to stakeholders.
Newsletter 9	M32	Insights from Living Labs evaluations (**T6.3**, D6.6); policy tool results (**T6.4**).	UB, CERTH	Build-up to final dissemination activities.
Newsletter 10	M36	Final project outcomes, policy brief dissemination, and conference highlights.	UB, CERTH, PROG	Ensure long-term impact through final updates.

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

A.1.3 Conference Papers

(20 Conference scientific publications)

Conference Paper No	Timeline	Indicated Content	Linked Deliverables/ Task(s)	Responsible Partner(s)
CP1	M10	Research Methods for Job Creation & Destruction (JCD) and Skills Shortages	D2.2-T2.1	UO
CP2	M11	Methods& Policies for researching and addressing JCD and skills shortages	D2.3, 2.4- T2.1-T2.2	UO
CP3	M19	Secondary Data Collection on JCD Trends	D3.1-T3.1	UO
CP4	M20	User-Tailored Tools for Personalized Dataset Creation	D3.5-T3.3	CERTH
CP5	M25	ISABEL Results Report on JCD and Skills Shortages	D4.1-T4.1	US
CP6	M26	Analytical Report on Forecasting Methods	D4.6-T4.6	IER
CP7	M27	Forecasting Workbook for JCD & Skills Demand	D4.7-T4.6	IER
CP8	M28	Composite Index for Measuring Labour Market Fair Transitions	D4.2-T4.2	UCPH
CP9	M29	Multi-Regional Input-Output (MRIO) Analysis for Labour Market Transitions	D4.3-T4.3	UO
CP10	M31	Factors Affecting JCD	D4.4-T4.4	UO
CP11	M34	Policy lessons from the ISABEL case studies	D6.3-D6.8/T6.3	UOWM
CP12	M35	AI-Powered Digital Policy Writer Assistant for Labour Market Policymaking	D4.8, D4.9-T4.5	CERTH, PROG
CP13	M35	Final Insights from the ISABEL FAROROMO Observatory	D5.2-T5.2	UOWM
CP14	M35	ISABEL Platform: Integrating AI & Data-Driven Policy Support	D5.4-T5.4	CERTH
CP15	M35	Societal, Ethical & Legal Considerations in JCD Analysis	D6.1-T6.1	UCPH
CP16	M35	Living Lab Methodology and Regional Labour Market Case Studies	D6.2-6.3-6.8/ T6.2, T6.3	UOWM
CP17	M36	SNAP: The ISABEL Smart One-Stop Digital Data Shop for JCD Analysis	D3.4-T3.4	CERTH
CP18	M36	SSH & AI Co-Creation: Lessons from the ISABEL Project	D7.3 T7.3	CERTH
CP19	M36	Policy Recommendations from ISABEL for Labour Market Adaptation	Multiple Deliverables	PROG, UCPH
CP20	M36	Final Synthesis of ISABEL Results and Future Research Directions	Multiple Deliverables	WP7

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

A1.4 Journal Articles

10 Journal Articles

Journal Article No	Timeline	Indicated Content	Linked WP/Task(s)	Responsible Partner(s)
JA1	M10	Guidelines for ethical JCD studies	WP6 / D6.1	UCPH
JA2	M11	Classification of jobs & skills impacted by transitions	WP2 / D2.1	UO
JA3	M12	JCD analysis methodologies & policies to address JCD and skills shortages	WP2 / D2.2,2.3	UO
JA4	M14	framework on JCD in the transitionary context	WP2 / D2.4	UCPH
JA5	M20	Researcher custom-tailored tool for personalised dataset creation	WP3/ D3.5	CERTH
JA6	M26	Predictive models for job & skill demands	WP4 / D4.7	IER
JA7	M26	results on JCD and skills shortages	WP4 / D4.1	US
JA8	M28	ISABEL composite index results	WP4 / D4.2	UCPH
JA9	M29	MRIO analysis	WP4/D4.3	UO
JA10	M33	Digital Policy Assistant for labour market policymaking	WP4 / D4.9, 4.10	CERTH,PROG
JA11	M34	Regional variations in labour market transformations	WP6 / D6.3-D6.8	UOWM
JA12	M36	Final lessons learned and policy recommendations	WP7 / D7.3	PROG, CERTH,UCPH

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

A1.5 Events

EVENTS (7)

Event No	Timeline	Indicated Content	Linked Tasks/Deliverables	Responsible Partner(s)
E1	M14	1st Public Workshop: Conceptualizing JCD	WP2/D2.4	UCPH
E2	M24	Insights on forecasting job trends	WP4 / T4.1, T4.6	IER, US
E3	M28	Stakeholder event on AI-driven policy tools	WP6 / D6.2	CERTH, UOWM
E4	M30	Case studies & regional insights-ISABEL FAROROM Observatory Insights	WP5 / T5.1, T5.2	UOWM
E5	M31	Training for career guidance practitioners on FAROROMO & Isabel Platform	WP5 / D5.1	UOWM, CERTH, PROG
E6	M32	Workshop on ISABEL's digital solutions (SNAP, Policy Assistant)	WP5, WP7 / D7.3	CERTH, PROG
Final ISABEL Conference	M36	Project results & policy implications	ALL	ALL

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

A1.6 Press Releases

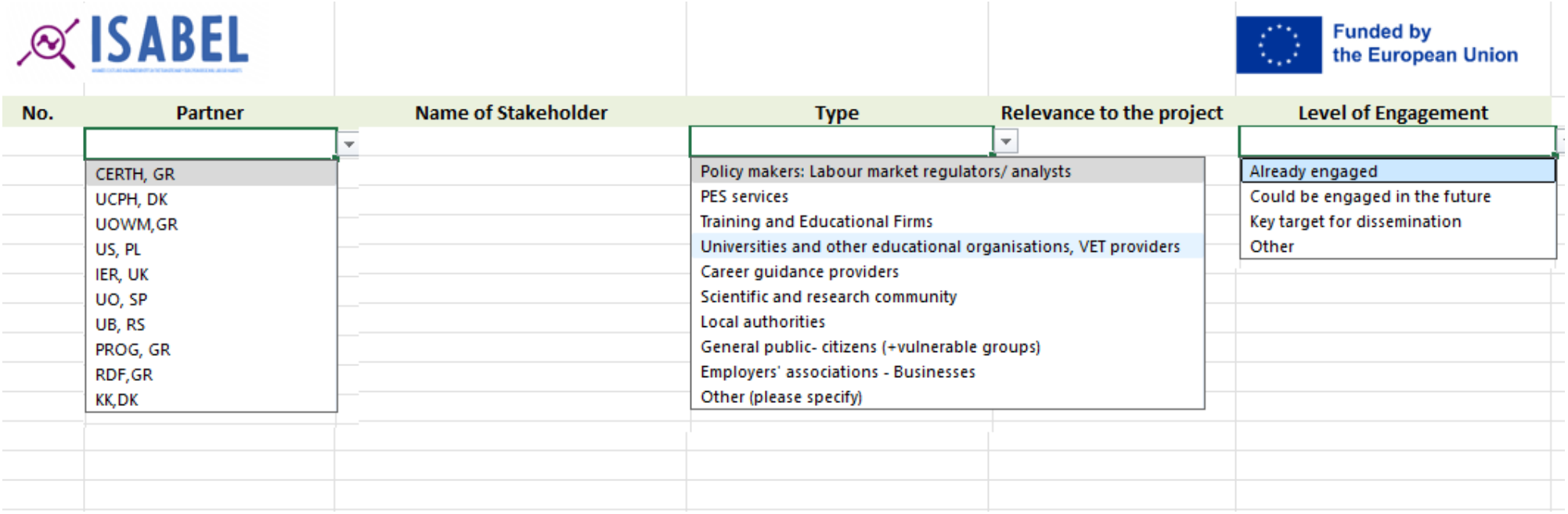
Press Release No	Timeline	Indicated Content	Linked Tasks/Deliverables	Responsible Partner(s)
PR1	M3	Project launch, objectives & expected impact	General Project	PROG
PR2	M12	Milestone update – Initial labour market findings	WP2 / T2.2/ WP3/T.3.1	PROG,UCPH, UO
PR3	M18	ISABEL's public workshop outcomes/ Highlights of ISABEL survey designs and their relevance/ Initial version of ISABEL data platform and tools-SNAP platform first version announcement	WP2 / T2.1, WP3/T3.2 - D3.2, T3.3, WP5-D5.1	PROG, UCPH, US, CERTH
PR4	M24	Results from ISABEL's forecasting model/Announcement of the data lake's initial version-SNAP/ Policy recommendations & stakeholder feedback	WP4 / T4.4-WP3/T3.3 - D3.3-WP5/T5.3	PROG, CERTH, IER
PR5	M30	Regional case study findings, Results from forecasting models and data analytics- Preliminary findings from ISABEL Living Labs-ISABEL platform, Faroromo	WP5 / T5.1-WP4/ T4.4, D4.7- WP5, WP6/T6.3	PROG, IER, UOWM, CERTH
PR6	M34	Final project results, Invitation to attend and learn about final outcomes	General Project	PROG, All partners

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

Annex 2 - Dissemination and communication Tracker

A2.1 Stakeholders Mapping



No.	Partner	Name of Stakeholder	Type	Relevance to the project	Level of Engagement

Partner: CERTH, GR; UCPH, DK; UOWM,GR; US, PL; IER, UK; UO, SP; UB, RS; PROG, GR; RDF,GR; KK,DK

Type: Policy makers: Labour market regulators/ analysts; PES services; Training and Educational Firms; Universities and other educational organisations, VET providers; Career guidance providers; Scientific and research community; Local authorities; General public- citizens (+vulnerable groups); Employers' associations - Businesses; Other (please specify)

Level of Engagement: Already engaged; Could be engaged in the future; Key target for dissemination; Other

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

A2.2. Journals' mapping





No.	Partner	Name of Journal	Potential topic for submission	Estimated submission date (if known)

- CERTH, GR
- UCPH, DK
- UOWM,GR
- US, PL
- IER, UK
- UO, SP
- UB, RS
- PROG, GR
- RDF,GR
- KK,DK

Funded by
the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

A2.3 Conferences/events Mapping

ISABEL

Funded by the European Union

No.	Partner	Dates	Name of Event	Location of Event	Level of Event (Local, Regional, National, International)	Target Group									
						Policy makers: Labour market regulators/ analysts	PES services	Training and Educational Firms	Universities and other educational organisations, VET providers	Career guidance providers	Scientific and research community	Local authorities	General public- citizens (+vulnerable groups)	Employers' associations - Businesses	Other (please specify)

A2.4 Activities Tracker (one sheet per partner)

Funded by the European Union

Type of activity	Target group										Numbers Reached	Evidence (referenced, eg.CERTH01)	Hyperlink (if applicable)
	Policy makers: Labour market regulators/ analysts	PES services	Training and Educational Firms	Universities and other educational organisations, VET providers	Career guidance providers	Scientific and research community	Local authorities	General public-citizens (+vulnerable groups)	Employers' associations - Businesses	Other (please specify)			
newsletter													
national event													
international event													
publication-conference													
publication-journal													
press release													
social media													
other													

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

Annex 3 - 1st Press Release Paper

PRESS RELEASE

New Horizon-RIA Europe Project

ISABEL – mInimize coSts and mAximize Benefits in the transitionary European regional Labour markets

ISABEL is a 36-month research and innovation project Funded by the European Commission's Horizon Europe Programme under the **HORIZON-CL2-2024-TRANSFORMATIONS** call. The project aims to develop AI-driven tools and methodologies to analyze **Job Creation and Destruction (JCD)** dynamics in the context of green and digital transitions, ensuring fair and sustainable labour market adaptation.

ISABEL will provide **evidence-based insights** on labour market transformations, identifying skill shortages, emerging job opportunities, and policy strategies. It integrates **Artificial Intelligence (AI)** and **Labour Market Intelligence (LMI)** to create innovative solutions such as the **SNAP Digital Data Shop**, the **FAROROM** observatory, the **ISABEL Platform**, and the **Digital Policy Writer Assistant**. These tools will support policymakers, businesses, education providers, and job seekers in navigating workforce transformations.

The project focuses on six diverse European regions, where it will implement **Living Labs** to test its methodologies and engage local stakeholders in co-developing strategies for fair labour transitions. The ISABEL consortium brings together leading **universities, research institutes, industry partners, and policy experts** from across Europe, ensuring a multidisciplinary approach.

Led by **CERTH** (Centre for Research & Technology Hellas, Greece), ISABEL started in **January 2025** with an official **kick-off meeting in Thessaloniki, Greece**. The project will deliver actionable policy recommendations, digital solutions, and skills strategies that foster **inclusive and resilient labour markets**.

For more information, please visit: www.isabelhorizon.eu

For inquiries, please contact:

Nicholas Vretos
Project Coordinator
Centre for Research & Technology Hellas
E-mail: vretos@iti.gr
Website: https://www.certh.gr

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Research Executive Agency (REA). Neither the European Union nor the Agency can be held responsible for them.

Annex 4: Journals & Events Lists

Journals List

No.	Partner	Name of Journal
1	UCPH, DK	Economic geography
2	UCPH, DK	Journal of economic geography
3	UCPH, DK	Environment and Planning A
4	UCPH, DK	European Urban and Regional Studies
5	UCPH, DK	Work, employment and society
6	US, PL	Energy Research & Social Science
7	US, PL	Economics & Sociology
8	US, PL	Creativity Studies
9	US, PL	Polish Sociological Review
10	US, PL	Górnośląskie Studia Socjologiczne. Seria Nowa
11	US, PL	Studia Socjologiczne
12	CERTH,GR	IEEE Access
13	CERTH, GR	Pattern Recognition
14	CERTH, GR	IEEE PAMI
15	CERTH, GR	TMM
16	CERTH, GR	Sensors
17	UOWM,GR	Energy Research & Social Science
18	UOWM,GR	Energies
19	UOWM,GR	Energy Policy

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

Events List

No.	Partner	Dates	Name of Event	Location of Event	Level of Event
1	UCPH, DK	24/06/2025	The British Universities Industrial Relations Association	Exeter, UK	International
2	UCPH, DK	08/09/2025	British Sociological Association: Work, employment and society conference	Manchester, UK	International
3	US, PL	4-10/07/2027	ISA World Congress of Sociology	Guangju, Korea	International
4	US, PL	2026 and 2028	Social Boundaries of Work (the conference is organised every two years	Poland	International
5	US, PL	//2026	17th ESA Conference	Warsaw, Poland	International
6	US, PL	//2028	20th Polish National Sociological Congress	Poland	International
7	CERTH, GR	19/10/2025	IEEE International Conference on Computer Vision (ICCV)	Honolulu, Hawaii	International
8	CERTH, GR	26/03/2025	European Conference on Computer Vision (ECCV),	France,Paris	European
9	CERTH, GR	06/11/2025	Computer Vision and Pattern Recognition Conference (CVPR)	Nashville,US	International
10	CERTH, GR	05/01/2025	Annual Conference on Neural Information Processing Systems(NIPS)	San Diego,US	International
11	PROG, GR	//2026	IAEVG conference		International
12	PROG, GR	//2026	CEDEFOP event	Thessaloniki, Greece	European

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

Annex 5: Stakeholders List

No.	Partner	Name of Stakeholder	Type
1	*UCPH, DK*	3F (national)	Trade unions
2	*UCPH, DK*	3F Kalundborg	Trade unions
3	UCPH, DK	FH (national	Trade unions
4	UCPH, DK	HK (national)	Trade unions
5	UCPH, DK	Dansk Erhverv (national)	Employers' associations - Businesses
6	UCPH, DK	Kalundborg Business Council	Employers' associations - Businesses
7	UCPH, DK	Dansk Industri (Regional Board)	Employers' associations - Businesses
8	UCPH, DK	Danish Business Council (national)	Employers' associations - Businesses
9	UCPH, DK	Development department of Sjælland region	Local authorities
10	UCPH, DK	Kalundborg Kommune	Local authorities
11	*UCPH, DK*	Kalundborg job center	Career guidance providers
12	UCPH, DK	Work in Denmark	Career guidance providers
13	UCPH, DK	Kalundborg Forsyning – A leader in water purification	Other (please specify)
14	UCPH, DK	Kalundborg Symbiosis	Other (please specify)
15	UCPH, DK	Absalon	Training and Educational Firms
16	UCPH, DK	Northwest Sjælland vocational and upper secondary education	Training and Educational Firms
17	UOWM,GR	Municipality of Kozani	Local authorities
18	UOWM,GR	Municipality of Eordaia	Local authorities
19	UOWM,GR	CLUBE (Cluster)	Other (please specify)
20	UOWM,GR	Regional Development Fund of Western Macedonia	Local authorities
21	UOWM,GR	Region of Western Macedonia	Local authorities
22	UOWM,GR	Kozani Chamber of Commerce & Industry	Employers' associations - Businesses
23	UOWM,GR	Regional Union of Municipalities Western Macedonia	Local authorities
24	UOWM,GR	Commercial Association of Eordaia	Employers' associations - Businesses
25	UOWM,GR	The Green Tank (NGO)	Other (please specify)
26	UOWM,GR	DIADYMA SA	Employers' associations - Businesses
27	UOWM,GR	Labor Institute of the General Confederation of Greek Workers	Employers' associations - Businesses
28	UOWM,GR	Municipality of Florina	Local authorities
29	UOWM,GR	Municipality of Kastoria	Local authorities
30	RDF,GR	RDF RIS Structure to support competitiveness, innovation and market extroversion	Other (please specify)
31	RDF,GR	The Regional Federation of Persons with Disabilities of Western Macedonia	General public- citizens (+vulnerable groups)
32	RDF,GR	Geotechnical Chamber of Greece, Regional Section of Western Macedonia	Employers' associations - Businesses

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687

33	RDF,GR	Technical Chamber of Greece, Regional Section of Western Macedonia	Employers' associations - Businesses
34	RDF,GR	Economic Chamber of Greece, Regional Section of Western Macedonia	Employers' associations - Businesses
35	RDF,GR	Regional Development Agency of Western Macedonia S.A. (ANKO)-Enterprise Europe Network Hellas	Other (please specify)
36	RDF,GR	Center for Skills Development and Employment (METAVASI A.E)	Training and Educational Firms
37	RDF,GR	Vocational Training Centers	Training and Educational Firms
38	RDF,GR	Co-working space - Weastern Macedonia	Other (please specify)
39	RDF,GR	Association of the Unemployed and Development of Agios Dimitrios - Ryakio	General public- citizens (+vulnerable groups)
40	UOWM,GR	Rural Future Institute (NGO)	Other (please specify)
41	US, PL	Statistical Office in Katowice	Scientific and research community
42	US, PL	Marshal's Office of Silesian Voivodship (Regional Centre for Strategic Analysis and Planning, Department of Regional Development and Transformation)	Local authorities
43	US, PL	Province Governor's Office in a Katowice (Department for Development and Territorial Cooperation)	Local authorities
44	US, PL	District Labour Office in Katowice	Career guidance providers
45	US, PL	District Labour Office in Ruda Śląska	Career guidance providers
46	US, PL	District Labour Office in Jastrzębiu-Zdroju	Career guidance providers
47	US, PL	Chamber of Commerce and Industry in Katowice	Employers' associations - Businesses
48	US, PL	Katowice Special Economic Zone	Employers' associations - Businesses
49	US, PL	The Upper Silesian and Zagłębie Metropolis	Local authorities
50	US, PL	ZZ Kadra	Trade unions
51	UB, RS	National Employment Service	PES services
52	UB, RS	Municipality of Lazarevac	Local authority
53	UB, RS	Infostud	Other (please specify)
54	UB, RS	Manpower	Other (please specify)
55	UB, RS	Office for Dual Education and the National Qualifications Framework	Policy makers: Labour market regulators/ analysts
56	UB, RS	Chamber of Commerce Serbia - Chamber of Commerce Belgrade	Employers' associations - Businesses
57	UB, RS	EPS AD - Kolubara	Employers' associations - Businesses
58	UB, RS	Konfederacija slobodnih sindikata - Confederation of Free Trade Unions	Trade unions
59	UB, RS	Unija Poslodavaca Srbije - Serbian Association of Employers	Employers' associations - Businesses
60	UB, RS	Regulatorni institut za obnovljivu energiju i životnu sredinu - Renewables and Enviromental Regulation Institute - RERI	Environmental Actors
61	PROG, GR	EOPPEP-National Organization for Certification of Qualifications & Vocational Guidance	Policy makers: Labour market regulators/ analysts
62	PROG, GR	GSEVEE_Hellenic Confederation of Professionals, Craftsmen, and Merchants	Policy makers: Labour market regulators/ analysts

Funded by the European Union

The ISABEL project has received funding from the European Union's Horizon research and innovation actions program under grant agreement No 101177687