



Lifebrain

D5.1. Dissemination, Exploitation & Communication Strategy, Operative Plan and SOPs for the Lifebrain project

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Executive summary

The vision of Lifebrain is to enable targeted prevention of brain, cognitive and mental health problems at all stages in life in Europe and worldwide.

Lifebrain's vision will be reached by creating and disseminating knowledge on the brain, cognition and mental health in relation to lifestyle, genetic and epigenetic factors, and the interactions between them.

The DEC plan covers the Dissemination, Exploitation & Communication activities of Lifebrain and should meet the vision and mission of Lifebrain.

The DEC plan has **been aligned with, and incorporates the WP1 stakeholder engagement activities** (will be described in detail in D.1.2), which also prepares the ground for exploitation of Lifebrain results.

The DEC plan is focused on:

- Dissemination of information targeting multiple audiences/ stakeholder groups
- Facilitating implementation of results in practical policy including 'personalized health' concerning cognitive and mental well-being
- Management of intellectual property (IP) to exploit knowledge in Lifebrain during as well as after the project is finished

Dissemination activities in Lifebrain will target five main groups of stakeholders as outlined in the D1.1. List of relevant stakeholders (submitted Month3):

- Research participants in the consortium cohorts
- Patient groups, patient- and interest organizations
- Policymakers and decision makers in EU/national policy makers
- Clinical and research centres, research networks, research societies
- General public and media

Dissemination of Lifebrain results will be performed via online tools, such as the project website, a monthly electronic newsletter to stakeholders, Facebook page, Twitter (used at a later stage, from Month 30 to target policymakers), **and conventional media** (paper and Internet) like radio, TV, and magazines.



Special events will be organized to disseminate and communicate Lifebrain activities and results such as:

- Yearly stakeholder sessions in conjunction with Lifebrain meetings
- Yearly public lectures in conjunction with the yearly Lifebrain meetings
- Lifebrain conferences in November, 2019 (Berlin) and December, 2021 (Oxford)

The Lifebrain consortium will also be represented at **several international scientific events** (conferences, workshops) and will share its results with policymakers at different European and national workshops. Some partners of the consortium will participate at **local science outreach events** organised for the public (e.g. Dementia and Alzheimer sickness/memory awareness days).

In addition to use the large datasets for improved diagnosis, prevention, and therapeutic activities for mental and cognitive malfunction, **Lifebrain will exploit commercially** its unique knowledge and innovative approaches are to be developed in collaboration with Vitas Ltd.

Internal communication between partners in the Lifebrain project will be via e-mail, cloud-based slack.com, OneDrive, zoom.us, Skype. Moreover, live face-to-face meetings, will be organized whenever relevant.

The deliverable includes:

- Information about tools and activities for dissemination and communication
- Exploitation plans
- Information about tools for internal communication
- Detailed timeline for dissemination, communication and stakeholder engagement activities

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List of acronyms/ abbreviations

Lifebrain	Healthy minds from 0-100 years: Optimizing the use of European brain imaging cohorts
AC	Administrative Coordinator
CA	Consortium Agreement
CO	Coordinator Project Office
DEC	Dissemination, exploitation and communication
DBS	Dried Blood Spots
DTA	Data Transfer Agreements
EB	Executive Board
EC	European Commission
EU	European Union
GA	Grant Agreement
GenA	General Assembly
GMP	Good Manufacturing Practice
HUBU	Brain maturation in children and adolescents Danish Cohort Study
IP	Intellectual Property
KMC	Knowledge Management Committee
LISA	Live active healthy ageing Danish Cohort Study
LCBC	Centre for Lifespan Changes for Brain and Cognition
LB	Lifebrain
MTA	Material Transfer Agreement
M	Month
MoBa	Norwegian Mother and Child Cohort Study
MPIB	Max Planck Institute, Berlin
NIPH	Norwegian Institute of Public Health
NGO	Non-governmental Organizations
PM	Person Month
PO	Patient Organizations



Healthy minds from 0 to 100 years: Optimizing the use of European brain imaging cohorts

SE	Stakeholder Engagement
SME	Small and medium-size enterprises
SOP	Standard Operating Procedure
UB	University of Barcelona
UiO	University of Oslo
WP	Work Package
WPL	Work Package Leader

Introduction

Deliverable description

D5.1. DEC Strategy, Operative Plan and Standard operating procedures (SOPs) for the Lifebrain project

Task 5.1: Develop and update of Lifebrain Dissemination, Exploitation and Communication (DEC) plan. Leader: Vitas; Participants: All (M1-M60)

From the initiation of the project, an integrated Dissemination, Exploitation & Communication strategy and operative plan (D5.1) will be set up. This document details the communication and dissemination strategy including stakeholder engagement activities for targeting different audiences based on a detailed activity plan for phase one (M1-30) and phase two (M30-60) of the project. In parallel with these activities, an integrated IP and exploitation strategy will be developed and implemented along with innovative communication channels (T5.2). The operative part of the DEC plan will be updated in month 30 based on project activities and experiences. The Knowledge Management Committee document describes the strategies for publications, participation in conferences and exploitation or as called in our proposal, SOP for publications (Annex 1).

Objective of deliverable

Define an integrated DEC strategy for promotion of the Lifebrain project as widely and as effectively as possible within Europe and globally, and describe a detailed plan for phase 1 (M1-30). The operative part of the DEC plan will be updated based on project activities and experiences. Strategy for publication, participation in conferences and exploitation is annexed to this plan (KMC document).

The Dissemination, Exploitation and Communication plan is focused on:

- Objectives for communication
- Dissemination of knowledge targeting multiple audiences/ stakeholder groups
- Implementation of results for practical policy including ‘personalized health’ concerning cognitive and mental well-being
- Intellectual property management to exploit knowledge in Lifebrain during as well as after the project is finished. Business plans concerning Lifebrain products/ services will allow enhanced multi-disciplinary LCBC research in Europe and globally.

The deliverable includes:

- Information about tools and activities for dissemination and communication
- Exploitation plans
- Information about tools for internal communication
- Detailed timeline for dissemination, communication and stakeholder engagement activities

The communication team

A communication team with an email list (lb-wp5@lifebrain.uio.no) has been established to coordinate WP5 with the following members:

- Christian A. Drevon (Vitas), WP5 leader
- Tove Kolset (NIPH), WP5 senior communication expert
- Anne Marie Müller (NIPH), WP5 senior communication expert
- Isabelle Budin Ljøsne, (NIPH) WP1 leader
- Sana Suri (UOXF), WP5 science communication expert, researcher
- Kathrine Skak Madsen (RegionH), researcher
- David Bartrés-Faz (UB), PI
- Barbara Segura (UB), researcher
- Barbara B. Friedman (UiO), administrative coordinator

Knowledge Management Committee (KMC)

A Knowledge Management Committee will coordinate publications, presentations at conferences and exploitation of IP rights. The Knowledge Management Committee document has been developed by WP 5 leader Christian A. Drevon in collaboration with the EB in March 2017, and accepted by the General Assembly in April 2017 (see Annex 1).

A Knowledge Management Committee was established 6th June 2017 to:

- Coordinate the use and dissemination of any knowledge generated in the project
- Ensure identification, exploitation and proper protection of intellectual property (IP) rights, in collaboration with the safety board, according to relevant clauses in the grant agreement (GA, Section 3, articles 23, 29), and consortium agreement (CA, article 8)
- Coordinate publication strategy for scientific publications, the Internet home page, interviews, and press releases.



The members of the KMC are:

- Anders M. Fjell (WP6 leader, Safety Board member)
- David Bartrés–Faz (PI, UB)
- Simone Kühn (Researcher, MPIB)
- Lars Nyberg (PI, Umeå)
- Christian A. Drevon (WP5 leader), coordinator of KMC
- Work of the KMC is assisted by the administrative coordinator of Lifebrain, Barbara B. Friedman

1. Dissemination and communication activities and tools

The target groups and stakeholder engagement activities are specified in WP1.

For DEC planning, the same target groups were identified as in WP1. The messages and main methods of dissemination and communication will be tailor-made for each key target audience, as summarized in Table 1 below (based on Table 2.6. in Grant Agreement Annex 1).

Target audience	Key messages/ content and goals	Main tools/activities and frequency
Research participants in consortium cohorts	Learn about their motivation, ethical concerns, perspectives and views on LB research	<ul style="list-style-type: none"> • Online survey(s) among research participants • E-newsletters: integrate LB news into local newsletters • Invitation to join annual stakeholder session in conjunction with yearly meetings
Clinical and research centres, research networks, research societies	Early and late factors with impact on cognitive function and mental health. Involvement in formulating research questions, shaping research priorities/ hypothesis and engagement as stakeholders	<ul style="list-style-type: none"> • Several publications in high-impact peer reviewed journals • Several presentations at international conferences • Organization of two Lifebrain scientific conferences • Web-site and e-newsletters (monthly) • Invitation to join annual stakeholder session in conjunction with yearly meetings
Policy makers	Recommendations for policy, public information, and health strategies. Formulating research questions, shaping research priorities/ hypotheses and engagement as stakeholders.	<ul style="list-style-type: none"> • Representation at EU/national events for policymakers • Web-site and e-newsletter (monthly) • Mass media (press releases, newspapers, radio, TV) • Invitation to join annual stakeholder session in conjunction with yearly meetings
Patient groups, patient and interest organisations	Risk factors for cognitive decline and mental health problems, markers for early diagnosis and personalized prevention and intervention. Formulating research questions, shaping research priorities/ hypotheses and engagement as stakeholders.	<ul style="list-style-type: none"> • Publication of articles in scientific journals • Meetings and talks at hospitals and institutions • Two conferences • Web-site and e-newsletter (monthly) • Lectures in graduate programs in psychology and related fields at partner institutions • Invitation to join annual stakeholder session in conjunction with yearly meetings • Consultations on key questions (method TDB)
General public, senior citizens and media	Health care advice relevant for prevention and optimization of brain health, cognitive function and mental health	<ul style="list-style-type: none"> • Public lectures at yearly meetings • Mass media (press releases, newspapers, radio, TV, local newsletters) • Web-site and e-newsletter • Facebook page • Participation at local science outreach events in Oxford

Table 1. Target groups, messages and methods of dissemination and communication

NIPH has generated a list of scientific as well as non-scientific stakeholders based on information from all participants in the consortium (see D1.1, Month 3). This stakeholder list will be used to disseminate information about the project.

Dissemination of the Lifebrain approach and the new research results to scientific, governmental, and commercial stakeholders, focusing on Europe with additional global aspects, will be performed using the following tools and activities:

1.1. Dissemination and communication tools

1.1.1. Project website

The website (<http://www.lifebrain.uio.no>) is developed in collaboration with WP1, WP5 and WP6, and is up and running from January 2017.

The website is one of the most important tools for dissemination and communication in Lifebrain, as it will be referred to via links both in the social media (Facebook/later twitter) and in the e-newsletters. It introduces the project and presents the partners and their roles in LB.

The website is a channel for announcing the latest news and promoting project events, as well as for distributing LB publications. The website also includes links to the social media like Facebook (and later also to Twitter), meanwhile the social media and the e-newsletter will be sharing links and information from the website.

The website is maintained by the Coordinator Project Office and its Administrative Coordinator with interaction with all partners in the consortium.

Google Analytics has been activated to monitor the website traffic, gather information on how visitors find and use the website, and how to ensure repeating visits.

1.1.2. E-newsletters

An electronic newsletter will be produced monthly from Month 6, based on input from all PIs or their appointed collaborators in Lifebrain, and from relevant sources of other stakeholders. The newsletters will provide an update on progress in the project, and other topics related to brain development and brain health.

The suggested topics for the e-newsletters are presented in Annex 2.

Subscription to the newsletter is provided via the [Lifebrain website](#), and also via invitations to the stakeholders previously selected.



The first edition was sent via a mailing list on the 28th June, 2017, the next editions will follow monthly.

All partners in Lifebrain are expected to contribute to the newsletters once yearly. Specific requests to the contributors are:

- Appr. 300 words text preferentially with an illustration/picture/table related to the topic
- The text should be written in easily understandable English
- In addition to English, it is an option to write the newsletter in the local language
- Scientific terms should be explained
- Tell a story
- Make it readable for the informed lay person
- Point out what we know and what we don't know
- Perhaps mention consequences for individuals/ society

Lifebrain e-newsletters will be written according to the plan below. All PIs in Lifebrain will be responsible for approximately one e-newsletter yearly and the plan for the first 30 months is presented below in Table 1.

YEAR 2017	CONTENT	AUTHOR
June	Flier	WP5 communication team
June/July	Lifestyle factors	Christian A. Drevon (Vitas)
July	Premature infants	Christian A. Drevon (Vitas)
August	MoBa	Tove Kolset (NIPH)
September	Whitehall II findings	Sana Suri (UOXF)
October	LISA/HUBU findings	Kathrine Skak Madsen (RegionH)
November	Barcelona cohort findings	Barbara Segura (UB)
December	Betula findings	Lars Nyberg (UmU)
YEAR 2018	CONTENT	AUTHOR
January	Berlin aging study findings	Simone Kühn (MPIB)
February	Medical Research Council activities	Richard Henson (MRC)
March	University of Lübeck findings	Lars Bertram (UzL)
April	UiO findings	Anders Fjell (UiO)
May	NESDA findings	Brenda Penninx (VUmc)
June	Frisch Centre studies	Ole Røgeberg (Frisch)
July	University of Geneva methodological findings	Paolo Ghisletta (UNIGE)
August	CamCAN, CALM findings	Lorraine Tyler (UCAM)
September	Biomarkers for the brain	Christian A. Drevon (Vitas)
October	Whitehall II findings/own research blog article	Sana Suri (UOXF)
November	LISA/HUBU findings	Kathrine Skak Madsen (RegionH)
December	Barcelona cohort findings	Barbara Segura (UB)
YEAR 2019	CONTENT	AUTHOR
January	Betula findings	Lars Nyberg (UmU)
February	Berlin aging studies findings	Simone Kühn (MPIB)
March	CamCAN, CALM findings	Richard Henson (MRC)
April	LIGA findings	Lars Bertram (Uzl)
May	LCBC cohorts findings	Anders Fjell (UiO)
June	NESDA findings	Brenda Penninx (VUmc)
July	Frisch Center studies	Ole Røgeberg (Frisch)
August	University of Geneva methodological findings	Paolo Ghisletta (UNIGE)
September	CamCAN, CALM findings	Lorraine Tyler (UCAM)
October	Lipidomics	Christian A. Drevon (Vitas)
November	Whitehall II findings	Sana Suri (UOXF)

Table 2. E-newsletter plan for Month 1-30

1.1.3. Social media

Lifebrain will be actively promoted on social media. [Lifebrain's Facebook page](#) has been launched in April, 2017. The Facebook page will focus on:

- Updates on the project (by links to the website)
- Updates on publication of official documents/ deliverables (by links to the website)
- News on upcoming meetings and events, where the project is directly involved (as organiser or participant)
- Links to similar projects and research networks in the field of brain development and brain health
- All partners contribute regularly to the page (detailed Facebook concept in Annex 1):
 - News from Lifebrain partners related to Lifebrain topics
 - Interesting news from all around the world concerning brain research
 - Interviews with Lifebrain researchers
 - Short videos on major Lifebrain research findings

The page is also used as a social media channel for involving stakeholders in Lifebrain (WP1). The administrator of the Facebook page is the Administrative Coordinator together with WP1 and WP5 leaders. Each partner organisation has editing right on the page. The Facebook page concept is in Annex 3.

Twitter will be used in a later phase of the project, from Month 30 targeting in particular policymakers and journalists.

1.1.4. Conventional media

Existing public relations contacts of the partners (see D.1.1) will be used to disseminate and communicate LB in the conventional media such as radio, TV, local newsletters, newspapers or magazines, both offline and online.

1.2. Dissemination and communication activities

1.2.1. Lifebrain yearly meetings

The yearly Lifebrain consortium meetings include all relevant participants from the 14 partners in the project. We will invite one or two external scientists who can present data of interest for brain development and function. To the yearly meetings we will also invite representatives from local media like newspapers, TV, and magazines with an interest in brain health.

1.2.2. Stakeholder engagement sessions and public lectures

A Lifebrain stakeholder session will be organized each year by WP1 in collaboration with WP5:

- Annual workshops will be organized in 2017, 2018, and 2019, gathering local and national policymakers, representatives from patient and interest organizations, external scientists, and research groups. These workshops, held in conjunction with the LB yearly consortium meetings, will lay the ground for conduct of many stakeholder activities (see D1.2 Input to the DEC plan).
- Stakeholder-led or co-led sessions (e.g. session led by patient organizations) will be organized in conjunction with LB conferences at the end of 2019 and 2021.

In conjunction with the LB yearly consortium meetings, public lectures will also be organized as a joint task between WP1 and WP5. These lectures will inform about research conducted in LB to a large audience. The lectures will be free of charge and open to anybody interested. Local organizers of the LB yearly consortium meetings are expected to contribute to the practical organization of the public lectures.

1.2.3. Organisation of LB scientific conferences

Lifebrain will organize two scientific conferences to share results with the scientific community. The conferences will be open to researchers from Lifebrain-related research fields.

The following Lifebrain conferences will be organized:

- November, 2019 in Berlin, Germany
- Closing conference in December 2021 in Oxford, UK

1.2.4. Presentation at scientific conferences

PIs for all participants in the consortium are responsible for relevant presentations at their respective scientific *fora* (international, national, local). All abstracts, presentations (oral and poster), and published articles will be registered on the [project website](#). The list of potential scientific conferences for LB dissemination is in Annex 4.

1.2.5. Participation at local science outreach events

Lifebrain researchers from UOXF will participate at local science outreach events on Dementia and Alzheimer disease, and memory-themed events. The audiences in these events are usually

the general public, senior citizens and research volunteers. Other consortium partners will also look for opportunities to connect to local science outreach events.

1.2.6. Meeting and talks with hospitals and institutions

Meetings and talks with hospitals and institutions will help Lifebrain researchers to formulate research questions, shape research priorities and hypotheses with inputs from the health sector, and enable direct research uptake of Lifebrain results. PIs for all consortium partners are responsible for relevant meetings and talks in their respective network. All meetings and talks will be registered on OneDrive.

1.2.7. Lectures in graduate programs in psychology and related fields

Many of the Lifebrain researchers teach at graduate program of universities. This provides the opportunity to build LB results into the curricula and lectures. PIs for all consortium partners are responsible for relevant lectures in the actual graduate programs. All lectures will be registered on OneDrive.

1.2.8. Participation at EU/national events for policymakers

Lifebrain researchers will participate and share project results at EU/national meetings where policymakers concerned with brain health and cognition are represented. At the EU level, Lifebrain will also seek opportunities to cooperate with similar EU projects of workshops organised by the EC, to learn from their experience, and to share Lifebrain concepts with similar EU projects.

2. Exploitation

2.1. Introduction

Lifebrain is about pooling large and unique datasets (6000 individuals have provided 40000 measuring time-points) on brain imaging, and cognitive tests. Lifebrain will contribute to major conceptual, methodological, and analytical progress to integrate cohorts, providing novel information on brain development, cognitive and mental health, in addition to onset and course of disorders related to the brain.

The only SME in the Lifebrain consortium is Vitas Ltd., which is a public GMP-certified analytical contract laboratory, with 23 years of experience (since 1994) in providing high quality, custom-tailored analytical services based on cutting-edge knowledge and technology. The expertise is partly based on advanced chromatography with extensive experience concerning biomarkers of foods and nutrients also including analyses for the pharma- and oil industry. Another forefront capacity of Vitas Ltd. is related to analyses of very small amounts of material with high sensitivity and high degree of specificity in particular related to Dried Blood Spots (DBS).

In addition to use the large datasets for improved diagnosis, prevention, and therapeutic activities for mental and cognitive malfunction, Lifebrain will exploit commercially its unique knowledge and innovative approaches are to be developed in collaboration with Vitas.

The unique datasets on brain imaging and cognitive functions will be related to results from analyses of blood samples collected in the studies already performed among several partners in Lifebrain. These blood samples will be selected for analyses of many nutrients, hormones, signal molecules and lipids with state-of-the-art technology, after development and validation of certain analytical methods relevant for characterization of brain status.

To facilitate innovation from the start of the project, Lifebrain has initiated appropriate IP management steps by outlining background IP and the commercial expectations of the partners; additional information is provided in IP issues. This is the basis of foreground IP discussions and subsequent agreements as part of exploitation activities in WP5, which will be led by the Innovation Manager Thomas E. Gundersen, the CEO of Vitas Ltd. and an IP specialist. The commercial exploitation of findings related to analyses of biomarkers should be assigned to Vitas without any payment.

Biostatistical analyses of the different datasets are essential for proper exploitation of the project, and should be performed locally by the different partners providing the samples to be analyzed by Vitas.

2.2. Planning for exploitation-the CANVAS model

Development of a business plan for exploitation of the results is part of the deliverable, and Vitas has approached this using the following strategy:

Stage 1 CANVAS

A business model is needed prior to creating a more detailed business plan. Business Model Canvas is a strategic management template for developing new or documenting existing business models. It is a visual chart with elements describing a company's or product's **value proposition, infrastructure, customers, and finances**. It assists firms in identifying key factors on how the company can create, deliver and capture value. The CANVAS method is dynamic and can be adjusted to changes in the external and internal environment.

Stage 2 Situation analysis

A situation analysis will reveal and identify important factors like market conditions, competition, legislation, demographic changes, public opinions, societal trends, etc. One way to identify these factors is by using the SWOT method (strengths, weaknesses, opportunities and threats), which scrutinizes both internal and external factors identifying the company's internal strengths we should enhance, the internal weaknesses we should improve, the external opportunities we should exploit, and the external threats we should avoid.

Stage 3 Business Plan

Based on the CANVAS model and situation analysis we will create a business plan. The key elements of this business plan will be:

Business idea

- Describe the products and services and the specific market needs
- What is the unique strength we possess in competition for customers?
- Highlight the advantages of our product and services

Product and market description

- Characteristics and competitive advantages of our product/service (market appeal)
- Explain how the product and service are produced until presented to the market
- The necessary supplies of goods and services and how we intend to maintain these

Market plan

- Describe our customers, what characterize them, and what are their preferences concerning our type of product
- Location of our customers

- Assess size and development of the identified market
- Undertake a market research analysis
- Create a market activity plan

Finances

We need well-founded calculations on each of the products/services provided and sold to see where we earn money and how much we earn. The calculations will serve as fundamental inputs to our budget and pricing in the market. The financial plan will include:

- Sales budget
- Operating budget
- Cash-flow projections
- Profit and loss statement
- Potential capital and funding requirements

These considerations have led to a preliminary outline of what the business plan should include.

Technology/product

Vitas Ltd. has the ambition to develop a DBS home-kit based on data collected from the different Lifebrain cohorts. The DBS home-kit will be used by non-professionals based on simple and detailed instructions for sample collection and mailing of the samples in a prepaid envelope via regular post. We envision that the Lifebrain DBS home-kit would include samples for 5-10 analytes.

Vitas is regarded a pioneer and world authority in DBS method development and analysis, and has been in the DBS business for 10 years. Vitas Ltd. receives several thousand DBS samples every month for analysis of various biomarkers. Vitas will seek a partner to develop a DBS kit that will be user-friendly and at a low cost.

Distribution

A commercial collaboration will be developed with a professional distributor to ensure an efficient launch of DBS kits to the European market. Vitas Ltd. will search several of its present contacts in addition to potential new collaborators who can fill this role.

Distribution could be via governmental (public) and non-governmental bodies undertaking population screenings, pharmacies, or other companies offering health-related products, and private home caretakers for elderly.



Promotion

Vitas will engage a market research company to evaluate the market potential, identify target customer segments and other relevant factors to enhance and tailor-fit the products to the potential market.

Specific plans will be developed based on the outcome of the market research findings and determine the most efficient way to penetrate the market and promote the DBS kits.

Price

The aim is to make the DBS kit and analyses economically available for most people, which means that the price will be as low as possible by producing the kits and analyses in high numbers. A market research report should include questions to reveal the price sensitivity of such products.

Market

The European market for health-related products is substantial, and although many products have reached a mature stage, home testing is still in the early adaptation phase and has a great potential. The market for these tests includes end-consumers in the retail market and commercial businesses using these tests to promote their products/ services to enhance health. In addition, governmental and non-governmental bodies, including health care systems and academia may use this technology, monitoring the brain health-status of patients or large populations.

Competition

Although Vitas Ltd. is a pioneer in the market for DBS and has gained a superior experience and reputation in this field, there are other companies starting to use DBS technology. However, Vitas has gained an advantage after focusing on this particular technology for more than 10 years, and has participated in several large EU projects offering these analyses with great success. It is important to develop the DBS technology further to maintain the competitive advantage that Vitas currently enjoys.

Financial prospect

For a successful launch of the DBS kits we will ensure sufficient capacity to handle high volume analyses. Vitas Ltd. has developed robotized analytical methods to ensure large capacity for handling several thousands analyses quickly and cost-effectively. One robot that is able to analyze 1 million samples yearly is already installed in the Vitas laboratory, and their facilities include space for several more.

The European population includes approximately 750 million people. Assuming we manage to obtain contacts with critical representatives in various public and private health sectors who may be interested in population screenings, we estimate that 750 000 tests (0,1% of the total

market) should be within reach the first year of launch. Subsequently it is expected to increase by 10 % every year.

Tentative revenue forecast for the period 2021 – 2025:

TENTATIVE REVENUE FORECAST FOR THE DBS MARKET RELATED TO LIFE BRAIN					
	2021	2022	2023	2024	2025
Revenues €	7 500 000	8 250 000	9 075 000	9 982 500	10 980 750
Cost of goods sold	1 500 000	1 650 000	1 815 000	1 996 500	2 196 150
Gross profit	6 000 000	6 600 000	7 260 000	7 986 000	8 784 600
Operating expenses	5 250 000	5 775 000	6 352 500	6 987 750	7 686 525
EBIT	750 000	825 000	907 500	998 250	1 098 075

Table 3. Tentative revenue from exploitation (2021-2025)

Based on the information above, this tentative plan shows that the findings of Lifebrain may be exploited commercially by offering DBS home-kits to the European population through a number of channels.

3. Internal communication

3.1. E-mail

Lists of e-mail addresses have been set up for the whole consortium and for the different working groups for sharing of documents, and information, as per the GA and CA.

The following e-mail lists are functioning:

- Executive Board: executive-board@lifebrain.uio.no

The official mailing list of the EB members: agendas, minutes are circulated to this list.

- General Assembly: general-assembly@lifebrain.uio.no

The official mailing list of the General Assembly: this is a channel for issues that need approval/ feedbacks from the GA.

- Consortium members: lifebrainers@lifebrain.uio.no

The official mailing list of the consortium: information about project meetings, decisions of the EB and GA are distributed here.



- Knowledge Management Committee: kmc-lb@lifebrain.uio.no

The mailing list of the KMC.

Some of the WPs have also e-mail lists, according to the needs of the WP:

- WP1: lb-wp1@lifebrain.uio.no
- WP5: lb-wp5@lifebrain.uio.no
- WP7: lb-wp7@lifebrain.uio.no

Information for the public who would like to contact Lifebrain: info@lifebrain.uio.no

Rules for e-mail use have been established to avoid overload of e-mails and to make older emails easier to trace. It is the responsibility of each partner to ensure that relevant personnel are included in the mailing lists and to communicate any changes to the CO.

3.2. Project website

See section 1.1.

3.3. OneDrive

A routine for communication between partners has been established for interactive editing and file storage on OneDrive (Microsoft's sky-solution for handling of common documents). The administration and all WPs have dedicated files, providing easy access and a common working platform to all relevant documents in a user-friendly structure (D6.3).

3.4. Collaboration tools

The Lifebrain consortium has subscribed to slack.com to ease daily communication and cooperation among members. Slack is a cloud-based electronic tool for team collaboration. <http://www.lifebrain.slack.com> has separate channels for discussions of the Executive Board, General Assembly and the different WPs. Consortium members can attach and send files, comment on documents and send direct messages to each other. Group phone- and video-calls are also possible.

A <http://www.zoom.com> virtual meeting room has been established for accommodating larger project meetings. Otherwise <http://www.skype.com> is used for daily communication, or for shorter and small scale project meetings.

3.5. Face-to-face meetings

There will often be some advantages with personal face-to-face meetings in the Lifebrain project. This will in particular be used for participants in close geographical positions, whenever relevant.

4. Operative plan for DEC activities for Phase 1

The operative plan for DEC activities provides a timeline and dedicates human resources and responsible persons to the various activities, see Annex 4. The Communication plan is updated in accordance with the planned deliverables in WP1 and WP5 in Lifebrain.

In the followings we describe the main communication goals for each target group in a prioritized order.

4.1. Target group 1. Policy- and decision-makers in EU/ different nations

Policy- and decision-makers shall be kept updated of new results from Lifebrain that may result in recommendations for policy, public information, and health strategies.

Policy- and decision-makers will also be invited to participate in the yearly stakeholder sessions organized by WP1. Lifebrain researchers will participate in events of policy-and decision-makers upon invitation to communicate their research results into decision-making processes (for e.g. workshops organised by the EU, FP9 consultations, etc.).

4.2. Target group 2. Research participants in the Lifebrain cohorts

Research participants of the Lifebrain cohorts will be informed about research findings, which may be relevant for prevention and optimization of brain health, cognitive function and mental health. These participants will also be invited to respond to an online survey focusing on ways to optimize research uptakes/ translation/ prevention, and to design future studies and promote participation/ retention in research.

4.3. Target group 3. Patient groups, and patient- and interest organisations

Patient groups, patient and interest organisations will be informed about new research findings in Lifebrain, and encouraged to disseminate information about Lifebrain research among their members and various stakeholders. They will also be invited to participate in the yearly stakeholder sessions organized by WP1, and to lead or co-led sessions during the LB conferences. Consultations will also be run among POs to learn more about their views

regarding specific aspects of LB research. Methods for such consultations are to be discussed during the stakeholder sessions. A more detailed plan for these consultations will be provided in D1.2 Input to the DEC plan.

4.4. Target group 4. General public, senior citizens and media

The general public and senior citizens will be informed *via* conventional media and Lifebrain online tools (e.g. website, Facebook, Twitter) about new findings from Lifebrain, which can be relevant for prevention and optimization of brain health, cognitive function, and mental health.

4.5. Target group 5. Clinical and research centers, networks, and research societies

The academic community shall have increased understanding on early and late factors affecting cognitive function and mental health and will be informed about the new research findings in Lifebrain of relevance in their research activities.

Clinical centers in the health care system will receive information about risk factors for cognitive decline and mental health problems, markers useful for early diagnosis and personalized means for prevention and intervention.

5. Evaluation of Dissemination, Exploitation and Communication activities

DEC activity	Indicator	Comments
Website	<ul style="list-style-type: none"> • N° of unique visitors • N° of downloaded documents • N° of active users • N° of pages viewed • Average session duration 	Google analytics
E-newsletter	<ul style="list-style-type: none"> • N° of e-newsletters sent • N° of subscribers • N° of invitations sent out to subscribe to e-newsletters 	Published on website and Facebook
Events	<ul style="list-style-type: none"> • N° of events with Lifebrain presence 	Provided in progress reports
Publications	<ul style="list-style-type: none"> • N° of scientific papers published in conferences and dedicated journals • Estimated numbers of readers 	Provided in progress reports
Social media	Twitter community <ul style="list-style-type: none"> • N° of subscribers • N° of tweets published • N° of retweets Facebook community <ul style="list-style-type: none"> • N° of subscribers • N° of post published • N° of post shared 	Twitter: for Phase 2
Interactions with other H2020 projects	<ul style="list-style-type: none"> • N° of joint events/ workshops 	Depends on degree of scientific collaboration with other H2020 projects

6. Collaboration with WP1

WP1 and WP5 co-operate closely as dissemination to stakeholders is of significant importance to both WPs. e.g. the stakeholder engagement events in WP1 are used as dissemination events in WP5. Simultaneously, stakeholder engagement activities prepare an ideal ground for exploitation activities described in Chapter 2.

7. Conclusion

The DEC strategy has been developed for Phase 1, the supporting communication management routines and systems have been established. However, the DEC activities are under continuous improvement to fulfil requirements of current Lifebrain project.



Healthy minds from 0 to 100 years: Optimizing the use of European brain imaging cohorts

ANNEX

Annex 1 Knowledge Management Committee

Annex 2 E-newsletter concept and themes

Annex 3 Facebook

Annex 4 Potential events for Lifebrain dissemination

Annex 5 DEC plan Phase 1

Annex 1 Knowledge Management Committee

The function of the Knowledge Management Committee

The KMC will together with the Project Coordinator Office:

1. Coordinate the use and dissemination of any knowledge generated in the project
2. Ensure identification, exploitation and proper protection of intellectual property rights, in collaboration with the safety board, according to relevant clauses in the grant agreement (GA, Section 3, articles 23, 29), and the consortium agreement (CA, article 8).
3. Coordinate publication strategy via scientific publications, Internet home page, interviews, and press releases.

KMC will include 3-5 members, selected among different partners, appointed by the General Assembly and will report to the Executive Board. Apart from Executive Board meetings, members of the KMC will meet primarily via “electronic” means. The KMC will be chaired by the WP5 task leader, Christian A. Drevon, and will be assisted by the PMT.

All dissemination actions will be performed according to the Horizon 2020 rules and clauses relevant to communication. Partner rights and obligations related to background and results are specified in section 3 of the GA and article 8 and 9 of the CA.

Publication plans

All partners should be involved in developing a publication plan. The KMC will identify and prevent any duplicate publications.

The following procedure is proposed to stimulate scientific discourse, collaboration, transparency, and to ensure appropriate credit is given to the relevant contributors:

1. *Publication plan*: The first and last author on an envisioned paper, should provide the KMC with a short description of the research idea including involved researchers and their roles in the study, background, hypotheses, Lifebrain data needed (selection criteria should be provided), tentative analyses strategy, tentative publication title and author list, study time line and expected time of delivery/submission (i.e. time limit). The publication form should be approved by all the involved researchers before it is sent to the KMC. A form for this purpose will be developed.
 - First and last authorships should be agreed on at the initiation of any publication but in the end, should reflect the work that was put into the study. All contributors should be appropriately credited for their work.

2. The General Assembly will be informed of the publication plans. This will stimulate scientific discourse and may optimize proposed research plans. Moreover, it will ensure transparency and give Lifebrain researchers the possibility to have a say for why they or others should be involved in the proposed study.
 - The goal is a fair scientific representation of scientific study members. If a scientist has contributed substantially to the design, generation of results and intellectual work or writing the publication, he/she qualifies for authorship.
3. Based on selection criteria for identifying the Lifebrain data needed for the actual study, the Lifebrain data base(s) will be searched for data presence, availability and accessibility.
4. The Safety Board will ensure that all relevant permissions to access and use data, specified in relevant material and data transfer agreements (MTA, and DTA), are in place before requested data are released.
5. The updated publication plans will be available on <http://www.lifebrain.uio.no>
 - a. Publication plans may be adjusted to reflect progress of the studies
 - b. Author lists may be adjusted to reflect actual contributions of involved researchers
 - c. If there is disagreement among researchers involved in a study about authorships and order of authorships, and this disagreement cannot be resolved, the General Assembly has the power to decide
6. Collaborators continue to have the right to publish results derived only from their own data, independently without reference to the Knowledge Management Committee
7. The KMC will ensure that all requirements and obligations concerning proper acknowledgement of the funding agency is fulfilled before submission of any publication. In the acknowledgement or description of funding in each manuscript coming out of Lifebrain the following statement should be included: **“Lifebrain is financed by the European Commission in the Horizon2020 Programme, Grant agreement no: SC1–PM-04-2016 Version date: 2016-11-30.”**

Publication of abstracts should follow the same rules as for manuscripts.

Upon publication in a scientific journal, shared results including results from joint analyses will be posted on a public website (<https://www.lifebrain.uio.no>).

Specific GA and CA regulations concerning publications:

1. “Prior notice of any planned publication shall be given to the other Parties at least 45 calendar days before publication. Any objection to the planned publication shall be made in writing to the Coordinator and to the Party or Parties proposing the dissemination within 30 calendar days after receipt of the notice. If no objection is made within the time limit stated above, the publication is permitted.”
2. “If an objection has been raised the involved Parties shall discuss how to overcome the justified grounds for the objection on a timely basis (for example by amendment to the planned publication and/or by protecting information before publication), and the objecting Party shall not unreasonably continue the opposition if appropriate measures are taken following the discussion.”
3. “The objecting Party can request a publication delay of not more than 60 calendar days from the time it raises such an objection. After 60 calendar days the publication is permitted. Provided that Confidential Information of the objecting Party has been removed from the Publication as indicated by the objecting Party in case the objection proves to be justified.”
4. “A Party shall not include in any dissemination activity of another Party's Results or Background without obtaining the owning Party's prior written approval, unless they are already published.
5. “All requests for Access Rights shall be made in writing. Granting of Access Rights may be made conditional on the acceptance of specific conditions aimed at ensuring that these rights will be used only for the intended purpose and that appropriate confidentiality obligations are in place.”

Management of intellectual property (IP) rights

As stated in the GA: *“Beneficiaries that are universities or other public research organisations must take measures to implement the principles set out in Points 1 and 2 of the Code of Practice annexed to the Commission Recommendation on the management of intellectual property in knowledge transfer activities.”*

IP rights can be affected by the type of participant input (i.e. data gathering, data classification, problem solving, etc.), and anticipated scientific outcomes (i.e. software, publications, patents, etc.).

The KMC will, in close collaboration with the Safety Board, oversee that intellectual property



is identified, exploited and, where appropriate, protected according the regulations set forth in the CA and any data transfer agreements between partners. The General Assembly will be informed.

Management of IP to be commercialized, and innovation

The Lifebrain Innovation Manager i.e. Thomas E. Gundersen, CEO of Vitas Ltd., will lead the exploitation activities of Lifebrain.

- Gundersen and Vitas have ample experience with launching new and creative products and services. In addition to the innovation potential directly coupled to Vitas (e.g. biomarkers), Lifebrain has significant innovation potential in launching personalized interventions and advice directly through our website. As the goal of this specific part of the project is broad utilization, prevention and intervention, these web-based services might be offered for free.

All partners have the obligation to identify possible patentable/exploitable results and alert the innovation manager, KMC as well as the IP officer of the Partner that has generated the specific knowledge. The general assembly will be informed.

***Ad hoc* collaborations and inclusion of new members**

Other collaborating investigators/ institutions may be proposed for inclusion in actual publications. *Ad hoc* collaborators will be asked to abide by all of the principles, objectives and deliverables set forth by this consortium. The Knowledge Management Committee (KMC) will interact with the CO to define specific conditions that apply to interactions with external investigators.

Annex 2 E-newsletter concept and themes

We should cover two major aspects of this research project:

1. *Brain health during the whole lifespan*
 - a. Genetics
 - b. Environmental factors
 - i. Diet
 - ii. Physical activity
 - iii. Intellectual activities (“training”)
 - iv. Smoking
 - v. Alcohol
 - vi. Drug
 - vii. Pollution
 - c. Medical considerations
 - i. Pharmacological prevention or treatment of diseases
 - ii. Surgical treatment of diseases

2. *The use of European brain imaging cohorts to gain important and new knowledge about brain health concerning function (cognition) and prevention and treatment of diseases of the brain*
 - a. Questions of interest
 - i. Normal brain development
 - ii. Types of conditions in the brain (prematurity, ADHD, dementia, Alzheimer disease, Parkinson’s disease, brain damage from accidents, neurosis, depression, mania, bipolar psychosis, schizophrenia, and drug addiction)
 - iii. Treatment of premature infants
 - iv. How do different nutrients affect brain development?
 - v. Alcohol and drug use during pregnancy in relation to brain development and function
 - vi. What are the risk factors for developing attention deficit hyperactivity disorder (ADHD)?
 - vii. How can we prevent development of ADHD?
 - viii. How can we treat development of ADHD?
 - ix. What are the risk factors for developing dementia?
 - x. How can we prevent development of dementia?
 - xi. How can we treat development of dementia?
 - xii. What are the risk factors for developing Parkinson’s disease?
 - xiii. How can we prevent development of Parkinson’s disease?

- xiv. How can we treat development of Parkinson's disease?
- xv. Can depression be treated efficiently?
- xvi. What are hallmarks of a psychosis?
- xvii. What is characteristic of drugs that are abused?

b. Methods used for studying brain health

- i. Cognitive tests
- ii. Imaging
 - 1. Nuclear magnetic resonance imaging (MRI)
 - 2. PET-scanning
- iii. Anthropometrics & social data
- iv. Lifestyle
- v. Blood samples
 - 1. Proteomics
 - 2. Metabolomics & lipidomics
 - 3. Metallomics
- vi. Interventions
 - 1. Diet (vitamins, omega-3 fatty acids, antioxidants)
 - 2. Pharma
 - 3. Training (exercise, intellectual)
 - 4. Detoxification

3. *Topics related to the research participants*

- i. Participant consents
- ii. Data security measures
- iii. Handling of incidental findings
- iv. Motivations of participation
- v. Feedback of results to research participants
 - 1. What forms are expected usually from participants
 - 2. What are realistic in the framework of LifeBrain?

4. *Public perceptions related to brain health*

- i. Results from one-to-one interviews
- ii. Results from focus group discussions
- iii. Results from the online survey

These are suggestions for topics to be described in the e-newsletters. It is also possible to make video-clips and provide illustrations in addition to the text.

Every PI is responsible for delivering:

1. One theme for the E-newsletter yearly
2. One page of text preferentially with an illustration/picture related to the topic
3. The text should be in English and optionally in the local language
4. Tell a story
5. Make it readable for the informed lay person
6. Point out what we know and what we don't know
7. Perhaps say something about consequences for people/ society

Annex 3 Facebook

General rules

- One post weekly
- If possible avoid disagreement in public, but it is ok to have different views/ opinions once in a while
- Administrator: Barbara
- Editors: one person per consortium partner should be assigned to edit and propose news

Newsfeed

Activity	Regularity	Responsible	Comment
Lifebrain project news	Every second week	Barbara + project partners (talks, local Lifebrain news, local and international Lifebrain events etc.).	Updates from the project, what we currently work on Advertising project events, results, articles published, talks/presentations/results of Lifebrain researchers
E-newsletter dissemination	Once a month	Christian (e-newsletter), Barbara	Picture+Summary+Link
News from Lifebrain partners related to Lifebrain topics	Every second week	Barbara/Christian/Isabelle propose news to be posted	For e.g. “Vitas at the Cutting Edge exhibition” Ideally, Lifebrain partners propose news to be shared. More realistic is that Barbara, Isabelle, and Christian select some news from the partners’ sites and share them with their permission. If the organisation/unit does not have a Facebook page, some website news related to the organization/unit should be shared.
Interesting news from all around the world concerning brain research	Every second week	Christian to propose scientific news to be shared. Twice yearly every partner proposes scientific news to be shared.	Only from reliable scientific sources! E.g. related research networks Videos can be interesting

Interviews with Lifebrain researchers	Every two weeks	Barbara conducts interviews on skype/email with all LB researchers	<p>Questions:</p> <ul style="list-style-type: none"> • Field of research in LB • What was your motivation for getting engaged in brain research • What do you find most interesting in LB? • What is the most burning scientific question in your opinion? • What can people do to improve their own brain health?
Short videos on major research findings	As researchers and publications are available, ideally once a month	Record short videos and send them to the CO	First set of videos: Oslo team

Stakeholder engagement

- Encourage/invite stakeholders to «follow» the LB page
- Post information about stakeholder engagement events (e.g. in conjunction with LB meetings), and invite to closed groups whenever needed
- Post information about impact of stakeholder engagement activities/ results



Annex 4 Potential events for Lifebrain dissemination

This list is indicative and may change along the project implementation.



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Lifebrain planning for dissemination activities

Type of activity (presentation, article, flier etc.)	Partner	Participant(s) involved	Type of audience	Planned date of dissemination	Related document, link
Advertising Lifebrain at ICON (International Conference for Cognitive Neuroscience= symposia)	MRC	Rik	scientific	5-8 August, 2017	http://www.icon2017.org
Society for Neuroscience Conferences	MRC	Rik, Lorraine	scientific	11-15th November, 2017	https://www.sfn.org/annual-meeting/neuroscience-2017
Cognitive Neuroscience Society conferences	MRC	Rik, Rogier	scientific		https://www.cogneurosociety.org/annual-meeting/
EU workshop on mental disorders	UOXF	Klaus	policy-makers	15th June, 2017	https://agenda.infn.it/conferenceDisplay.py?confId=12005
Society for the Neurobiology of Language meeting	UCAM	Lorraine	scientific	8-10th November, 2017	
Oxford Pint of Science	UOXF	Sana	general public		
Brain Diaries	UOXF	Sana	general public		
Dementia Awareness days	UOXF	Sana	general public		
Cognitive Aging Summit	UiO	Kristine	scientific		https://fnih.org/what-we-do/current-lectures-awards-and-events/cognitive-aging-summit-iii
Global Brain Health Initiative meetings	UB	David	scientific		http://www.gbhi.org/
Organization for Human Brain Mapping annual meeting	REGIONH	William, Kathrine, Louise	scientific	in June, each year	www.humanbrainmapping.org
FLUX congress	REGIONH	William, Louise	scientific	16-18th September, 2017	http://www.fluxsociety.org
Alzheimer's Association International conference	UB	David	scientific	in July, each year	https://www.alz.org/aaic/
Nutrigenomics Association (NuGO)	UiO	Christian	scientific	in August/September each year	http://www.nugo.org

Annex 5 Operative DEC plan, Phase 1 (Month 1-30)

The activities are prioritized as follows:

A= highest priority – shall be carried out within the time frames

B= Ought to be carried out within the time frames

C= Can be postponed

Priority	Activity	Responsible person (s) or institution	2017				2018				2019				Comments
			1	2	3	4	1	2	3	4	1	2	3	4	
	All stakeholders														
A	Information via newsletter, website, Facebook and news media (radio, TV, web articles, magazines, daily newspapers etc.)	Isabelle, Anne Marie, Tove, Christian, Barbara	x	x	x	x	x	x	x	x	x	x	x	x	Build on the existing PR connections of the consortium Monthly e-newsletter Weekly Facebook posts
	Annual Stakeholder sessions (Ops! targeting patient groups, research networks, policymakers) in conjunction with LB annual consortium meeting	Isabelle, David, Barbara				x				x				x	Local PIs to help with practical organization Short online surveys may be conducted during meetings (e.g. using mobile voting tools)
A	Public lectures in conjunction with LB annual meetings and conferences (WP1 in collaboration with WP5)	Isabelle/ Christian				x				x				x	First public lecture in Barcelona, 15th November

A	Target group 1. Policy- and decision-makers in EU/ different nations	Christian/ Isabelle													Through online tools (e.g. newsletter, website, Facebook)
A	Polymakers invited to join annual stakeholder workshop in conjunction with LB annual consortium meeting	Isabelle/ Christian					x				x			x	Catalan polymakers in 2017. For other years depending on the venue of the LB annual consortium meeting
A	LB researchers participate in meetings/ workshops of polymakers	PIs		x			x	x	x	x	x	x	x	x	Preferably at EU level First workshop: 15th June, 2017, Pisa, EC workshop on schizophrenia and other mental disorders
B	Invite polymakers to give talks/participate at LB conferences	MPIB/UOXF				x					x			x	
B	LB researchers to respond to relevant government consultations	PIs					x	x	x	x	x	x	x	x	EU level consultations on FP9 National level consultations in LB related fields

	Target group 2. Research participants in LB cohorts														
A	Conduct online survey	Isabelle/ PIs								x	x	x			1 or 2 online surveys depending on the number of questions (see WP1) Topics: How to optimize research uptakes? How to design future studies and promote participation and retention in research?
	Target group 3. Patient groups, patient and interest organizations (POs)														
A	PO representatives invited to join annual stakeholder sessions in conjunction with LB annual consortium meetings	Isabelle/ local PIs				x				x				x	Support from local organizers
A	PO representatives invited to lead/co-lead stakeholder sessions in conjunction with LB conferences												x		2 LB conferences: 2019: Berlin, 2021: Oxford
A	Consultations conducted among key PIO representatives (method: online survey and/or interviews)	Isabelle													Address topics similar to those raised in the cohort participant survey: focus on research uptakes
B	Popular articles in journals for patient groups and interest organizations	Christian, Anne Marie, Tove													Disseminate news articles from the web to the target group



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C	Meetings and talks with hospitals and institutions	Christian/ partners															
C	Lectures in graduate programs in psychology and related fields at partner institutions	Christian/ partners															LB researchers also teach at various programs, where they can include LB results in their presentations
	Target group 4. General public, senior citizens and media																
A	News articles are disseminated on Alpha Galileo and Eurek Alert	Anne Marie/ Tove															
A	Contact international media via LB comm. group	Anne Marie/ Tove															List of media contact persons in LB
C	Participation at local science outreach events in Oxford	Sana															Local dementia/memory-themed engagement events at Oxford. Audiences are usually the general public, senior citizens and research volunteers.
C	Contribution to local newsletters with Lifebrain related issues	Sana, Tove															Contribution to local newsletters in Oxford, Oslo



	Target group 5: Clinical and research centers, research networks, research societies														
A	Newsletter to researchers	Christian/ Barbara													Monthly e-newsletters
A	Publish papers in peer-reviewed, high impact scientific journals	Christian/ Barbara/ PIs													Depending on the research results and the length of journal editing processes/ calls for publications
A	Presentations at international/national conferences	PIs													See Annex 4
A	Invitation to join LB meetings/give talks at LB conferences	MPIB												x	2 LB conferences: 2019: Berlin 2021: Oxford
A	LB researchers to give talks at external meetings, conferences														
A	Internal communication in LB	Barbara													As described in D6.3