

‘ENVIRONMENT RESEARCH INFRASTRUCTURES INNOVATION ROADMAP’



HORIZON-INFRA-2023-DEV-01

ENVRINNOV | GRANT No. 101131426

D4.2 – Digital Platform Long-Term Promotion & Uptake

September 2026





Deliverable Number	Deliverable Title	Lead Beneficiary	Type	Dissemination Level	Due Date (in months)
D4.2	Digital Platform Long-Term Promotion & Uptake	ACTRIS ERIC	Report	Public	33

Version	Date	Changed page(s)	Cause of change	Partner
Final Draft	30/09/2026	Initial version		

List of Contributing authors: Giulia Saponaro (ACTRIS ERIC), Ariane Duboist (CNRS), Desislava Dimitrova (Cyl), Marco Galeotti (EMSO ERIC), Ulrich Bundke (FZJ), Mariana Salgado (ICOS ERIC)

Disclaimer: The information in this document is subject to change without notice. Company or product names mentioned in this document may be trademarks or registered trademarks of their respective companies.

All rights reserved

The document is proprietary of the ENVRINNOV Consortium Members. No copying or distributing in any form or by any means is allowed without the prior written agreement of the owner of the property rights.

This document reflects only the authors' view. The European Community is not liable for any use that may be made for the information contained herein.

Table of Contents

Executive Summary	3
1. Purpose and scope	4
2. EIH: assets and value proposition for its users	4
3. Long-Term Promotion and Uptake Objectives	6
4. Channels and Engagement in Practice	8
4.1 Stakeholder and industry aggregator engagement	8
4.2 Innovation Ambassadors	10
5. Content, Discoverability and Feedback	11
6. Governance, Sustainability and Implementation	13
7. Risks, Evaluation and Conclusions	14
ANNEXES	15
Annex A – Stakeholder and Engagement Framework	15
Annex B – Suggested Long-Term Promotion Rhythm	15
Annex C – ENVRI Innovation Ambassadors Model	16
References	18

Executive Summary

The [ENVRI Innovation Hub](#) (EIH) is intended to provide a visible and practical entry point to innovation capabilities across the [ENVRI community](#). Its long-term value, however, will not depend only on the availability of the digital platform. It will depend on whether researchers, Research Infrastructure (RI) managers, technical specialists, industry and other relevant stakeholders know that the resources exist, can recognise their relevance to a concrete need, and can move easily from initial interest to an actual service request, training activity, collaboration or other form of use. This deliverable therefore addresses the demand side of sustainability: how the EIH is kept visible, relevant and connected to the people and organisations that may use it.

The strategy builds directly on ENVRINNOV Deliverable 1.1 “ENVRI catalogue of services construction & ongoing update” (D1.1), Deliverable 1.2 “Ongoing analysis of technology/service needs and gaps” (D1.2), Deliverable 3.1 “ENVRI Common Policies & Resources on Innovation” (D3.1), Deliverable 4.1 “ENVRI Digital Platforms Long-Term Operation Strategy” (D4.1), and Deliverable 5.1 “Long-term Measures for Engagement of Key Stakeholders” (D5.1).

D1.1 defines the Innovation Services Catalogue and its four broad areas: technological services, expertise, research services and training services. It also establishes a common service presentation with a description, provider information, a request route and, where available, a user success story. D1.2 provides evidence on current and future users, service gaps and barriers to uptake. D3.1 provides the Innovation Resources Toolbox and records the process through which it was reviewed and promoted within the ENVRI community. D4.1 provides the long-term operating, governance and sustainability framework for the EIH. D5.1 collects complimentary evidence on stakeholder needs, preferred engagement mechanisms and long-term collaboration models.

The central proposition of this deliverable is that promotion should not be treated as a separate communication campaign running alongside the EIH. It should be integrated with the way the platform is

curated and operated. A service that is easy to find, clearly described and connected to a request route is easier to promote. A Toolbox resource that responds to a recognised problem is more likely to be used than a generic collection of documents. Training can simultaneously introduce the EIH, demonstrate a resource and create a route to subsequent use. Feedback can then be used to improve both the content and the way it is promoted.

The resulting approach follows a simple user journey: awareness, discovery, engagement, uptake, continued collaboration or value, feedback and improvement. It is designed to fit the governance arrangements described in D4.1 rather than create a separate communications structure. The strategy favours a limited number of sustained practices: audience-specific messages, practical demonstrations, recurring promotion through ENVRI channels, internal multipliers within the ENVRI community, a visible pathway for industry and SMEs, maintenance of the technology solution/provider database, and regular evidence gathering on use and feedback.

Long-term sustainability also requires institutionalisation. D4.1 proposes integration of EIH operation into the permanent ENVRI HUB/EOSC Node structure and assigns the User Engagement & Training Working Group (WG) an important role in requirements gathering, training, uptake, feedback, content support and external engagement. D4.2 translates these responsibilities into a promotion and uptake approach that can continue after the project period.

1. Purpose and scope

This deliverable defines how the EIH should remain visible, relevant and used over the longer term. It addresses promotion, stakeholder engagement, uptake pathways, content discoverability, feedback and evaluation. It does not duplicate the technical architecture or the detailed operational sustainability arrangements of D4.1. Instead, it builds on those arrangements and concentrates on the relationship between the platform and its users.

The distinction between D4.1 and D4.2 is therefore important. D4.1 is principally concerned with whether the platform can continue to operate governance, technical maintenance, content management and the institutional and financial conditions for continuity. D4.2 is concerned with whether the resulting resource continues to attract and serve users. These two perspectives are complementary: a platform cannot sustain uptake without reliable operation, but reliable operation alone does not create uptake.

The evidence base is deliberately anchored in the project deliverables. D1.1 establishes what the Innovation Services Catalogue contains and how users can reach services. D1.2 establishes the user and needs context, including service gaps and barriers to adoption. D3.1 establishes the content and purpose of the Innovation Resources Toolbox and documents experience from stakeholder review and promotion. D4.1 provides the structure of the EIH and its long-term governance and sustainability context. Recommendations in this deliverable are presented as recommendations where they are not already specified as project arrangements. D5.1 highlights the importance of continuous stakeholder engagement, matchmaking, innovation brokerage, co-creation and long-term collaboration structures. These findings directly support the promotion and uptake approach presented in this deliverable.

The purpose of D4.2 is not to list every possible communication channel, but to explain how communication should support actual use of the EIH. The emphasis is consequently on the connection between a stakeholder need, a relevant EIH asset and a concrete next step.

2. EIH: assets and value proposition for its users

The EIH can be described as a digital knowledge built around three pillars: the [Innovation Resources Toolbox](#), the [Catalogue of Innovation Services](#), and [Innovation Training Program](#). This provides a basis for long-term promotion, provided that the different assets are presented according to the needs they address.

The Innovation Services Catalogue is the most direct route from a recognised need to an available capability. Services are related to technological services, expertise, research services and training services. Technological services include capabilities such as specialised analyses, testing and validation, calibration, mobile laboratory quality control and instrument loans. Expertise includes methodologies and observation techniques, instrumentation co-design, consulting and industry interfacing. Research services support scientific exploitation and technology adoption, while training services offered by research infrastructures cover specific and on-demand technical trainings. The Catalogue has been designed so that a user can reach relevant information without navigating a complex hierarchy. Furthermore, D1.1 specifies a common service template containing the service title, service description, provider and infrastructure information, a service request route, and past feedback or a user success story where available. This structure is particularly useful from a promotion perspective because it connects visibility directly to action. A promotional message can direct a user to a service and the service page can then explain what is available and how to proceed.

The Innovation Resources Toolbox fulfils a different function. It is an online guide to innovation management, valorisation and collaboration. Its five-part structure covers Innovation Strategy, Collaboration Resources, Technology Development, Technology Transfer and Additional Resources. The material includes resources on collaboration models, intellectual property, licensing, confidentiality, negotiation and technology transfer, as well as methods developed within ENVRIINNOV. The Toolbox is therefore relevant when a stakeholder is trying to organise or formalise an innovation activity, rather than simply looking for a technical service. The Toolbox development process provides a useful lesson for promotion. D3.1 records that the initial version was introduced through ENVRI community channels and subsequently reviewed through interviews, a community survey, user mapping, partner review and presentations to the ENVRI Board. The Toolbox was also demonstrated during EGU 2025 (in 2025 and 2026) and introduced in multiple occasions such as the ACTRIS Week 2025, IRISCC General Meeting, the 2nd Outreach event organised in WP5 (as part of ICOS Conference) and Microbe4climate 2025 workshop. This suggests that promotion is most useful when it creates an opportunity for stakeholders to see how a resource relates to their own work and to provide feedback.

The supporting functions identified in D4.1 complete the offer. Innovation Training provides a route for capacity building, while the technology solution/provider database is intended to support longer-term industry and private-sector engagement and matchmaking. Contact and feedback mechanisms provide a route for questions and improvement. The EIH can consequently be promoted not as a single product but as a connected set of resources and routes to action.

EIH asset	User need it addresses	What promotion should emphasise
Innovation Services Catalogue	Finding an available capability or service	Specific service, provider, relevance and request route.
Innovation Resources Toolbox	Understanding how to organise innovation or collaboration	Practical guidance linked to real tasks.
Innovation Training	Building knowledge and capacity	Hands-on learning connected to EIH resources.
Contact and feedback	Asking questions or influencing improvement	Accessible and visible communication route.

D1.2 provides the main evidence for understanding who the EIH needs to reach. Its analysis considers current and future users, service gaps, barriers to adoption, interoperability and future strategic priorities. Researchers and scientists, together with research networks and infrastructures, remain central user groups. At the same time, the analysis identifies the need for stronger links with policymakers, commercial

partners and societal stakeholders. This means that long-term promotion needs to recognise different motivations and different levels of familiarity with innovation services.

For researchers and technical specialists, the most immediate question is likely to be practical: whether a particular capability, technique, instrument, analysis or training opportunity can help with a current task. The Services Catalogue should therefore be the main route for this audience. Promotional material should use the language of concrete needs and make the provider and request route easy to identify.

For RI managers and coordination staff, the relevant value is broader. They may be interested in innovation strategy, collaboration models, stakeholder engagement, technology transfer and ways of strengthening innovation capacity within an RI. The Toolbox is particularly relevant here. Promotion should explain how these resources can support organisational processes and collaboration, rather than describing the platform mainly in technical terms.

Facility managers and infrastructure operators may both contribute capabilities and use services. For them, the EIH can help make technical capabilities visible, connect demand with available expertise and support testing, validation and technology development. Their relationship with the platform is therefore potentially two-way: they are both users and providers.

Industry and SMEs require a particularly clear interface. D 5.1 and D1.2 point to the importance of direct collaboration between researchers and SMEs and to the need for stronger interfaces with sector stakeholders. D4.1 assigns the User Engagement & Training WG a primary external interface role for industry and non-academic partners and gives it responsibility for promoting the technology solution/provider database. The EIH should therefore be presented to this audience in terms of capabilities, technical consultation, collaborative development, access to expertise and potential partners. Findings reported in D5.1 further indicate that industry stakeholders place particular value on access to testing and validation environments, practical matchmaking, innovation brokerage and direct interaction with scientific experts. Several interviewed companies emphasised that research infrastructures create value not only as providers of data, but also as trusted partners for technology validation, co-development and access to specialised expertise. The EIH should therefore make such collaboration pathways highly visible and easy to access.

The barriers identified by D1.2 also affect the design of promotion. Funding limitations, workforce constraints, weak interfaces with sector stakeholders, different disciplinary vocabularies and standards, and policy or data constraints cannot be removed by communication. They can, however, make it particularly important that the EIH reduces uncertainty about where support exists. Training and practical guidance are relevant because they can address some of the capacity-related aspects of uptake, while clear service descriptions can reduce the effort required to identify an appropriate capability.

3. Long-Term Promotion and Uptake Objectives

The long-term approach can be expressed as a continuous cycle: awareness, discovery, engagement, uptake, continued value or collaboration, feedback and improvement. It keeps attention on what should happen after a promotional message is seen. Awareness is useful only if it leads to discovery; discovery is useful if the user can engage; engagement becomes meaningful when a resource or service is used; and use generates experience that can inform improvement.

The EIH should be promoted through the ways it can help users address rather than through platform features. For example, a communication about the Toolbox can begin with the need to prepare a collaboration or consider technology-transfer options and then direct the reader to the relevant material. A communication about the Catalogue can focus on a particular testing, validation, consulting or training capability and then provide the route to the provider. This is more likely to make the platform understandable to people who are not already familiar with the project.

The second principle is audience-specific communication. The same resource can legitimately be presented in different ways. A manager may need a short explanation of the organisational value of the Toolbox; a researcher may need a direct link to a technical service; an SME may need to understand how to initiate contact with an RI. The underlying information should remain consistent, but the entry point should reflect the user's context.

The third principle is continuity. D4.1 and D3.1 both envisage resources that evolve over time. The EIH should therefore not rely on a launch campaign. Instead, promotion should be associated with real reasons for users to return: updated services, new or revised resources, training activities, events, new providers, emerging needs or improvements resulting from feedback. The diverse communication messages also show to users that the platform is lively and regularly kept up-to-date.

The fourth principle is reuse. ENVRINNOV has already produced validated descriptions, examples and resources. Long-term promotion should adapt these materials rather than create parallel descriptions that can drift apart. This reduces the burden on future teams and makes it easier to keep promotional statements aligned with the actual EIH content.

The fifth principle is integration with governance. Promotion should be part of the regular responsibilities of the teams already identified in D4.1. This is important for sustainability because it avoids creating a temporary project function that disappears when the project ends.

Figure 1 brings these principles together into a single view of long-term promotion and uptake. It shows that promotion is not a one-off activity, but a continuous process in which awareness can lead to discovery, engagement and, ultimately, use, continued value or collaboration. At each stage, feedback and new developments can create reasons for users to return and for the EIH to adapt.



Figure 1. Long-term promotion and uptake cycle, linking the five promotion principles to the progression from awareness and discovery to engagement, uptake, continued value and feedback. The illustration generated with the support of AI.

The five principles described above support this process from different angles. Communication should start from the needs and situations of the intended audience, rather than from the features of the platform.

Different audiences may therefore enter the cycle through different routes and at different points. Continuity ensures that there are regular reasons to re-engage, while reuse of existing project materials helps keep communications consistent with the resources available in the EIH. Finally, linking promotion to the governance and responsibilities established in the project provides the basis for maintaining these activities beyond the project period. The cycle should therefore not be read as a fixed sequence in which every stakeholder moves through every stage. Different users may enter at different points, remain at different levels of engagement, or return to an earlier stage as their needs change. The objective is to create a sustainable system in which promotion, use and feedback reinforce one another over time.

4. Channels and Engagement in Practice

The ENVRI Community website and the ENVRI Hub should remain the persistent reference access point for the EIH. D4.1 identifies the external ENVRI website as a route for promotional material, event information and user feedback. The purpose of other channels should therefore be to bring attention to useful content and direct users towards a stable destination where they can explore the relevant service or resource.

ENVRI community communications, including events, newsletters and social media, are appropriate for recurring promotion. D3.1 provides direct evidence that these channels were used to introduce the Toolbox and invite feedback. The long-term approach should retain this principle but avoid simply repeating a generic description of the EIH. A particular service, resource, training activity or stakeholder need provides a stronger reason for communication.

Evidence collected in D5.1 suggests that effective stakeholder engagement does not depend on a single communication format. Workshops, webinars, conferences, focus groups, consultation exercises, presentations, demonstration events and bilateral interactions can all contribute to engagement when used for an appropriate purpose. The choice of channel should therefore reflect the objective of the interaction, the maturity of the relationship and the level of participation sought. Rather than treating communication activities as isolated actions, the EIH should combine channels into engagement pathways that progressively move stakeholders from awareness to deeper involvement and collaboration.

Training is both an uptake mechanism and a promotional mechanism. A training activity can introduce the EIH while teaching a practical topic. Participants should be given a clear route to the relevant service or resource after the session so that learning does not end with the event. The training function is particularly relevant to the capacity-building needs identified through D1.2 and the feedback recorded in D3.1 and D3.2.

Internal engagement is equally important. D4.1 envisages continuous engagement and training of ENVRI RI staff so that platform resources become part of daily operations. Staff do not need to become formal promoters in a separate programme; rather, they should be sufficiently familiar with the EIH to recognise when a colleague or external contact may benefit from a resource and to make an appropriate referral. This creates a distributed and sustainable route to awareness.

4.1 Stakeholder and industry aggregator engagement

An important element of the long-term promotion strategy is the involvement of stakeholders who can provide access to groups of potential users rather than only individual organisations. This is particularly relevant for industry engagement. The ENVRINNOV project work on technology and service needs identifies the importance of strengthening links between research infrastructures and the private sector, including more effective interaction with companies around technology adoption, technical consultation and innovation. These organisations can be considered as industry aggregators in the context of this deliverable. Their role is not necessarily to use all EIH resources themselves, but to connect the platform with communities of companies, technology developers, innovation actors or other organisations that may

have a common interest in ENVRI capabilities. Their involvement can extend the reach of promotion activities beyond the immediate ENVRI community and can also provide information about the language, priorities and barriers that influence engagement from outside the research infrastructure environment.

This approach is consistent with the findings of D5.1, which identified industry associations, innovation clusters, knowledge intermediaries and stakeholder networks as important multipliers for extending the reach of research infrastructures. Stakeholder interviews highlighted the need for brokerage functions that facilitate contact between companies, research infrastructures, policymakers and innovation actors, rather than relying solely on bilateral interactions. Industry aggregators can therefore play an important role in widening access to ENVRI innovation capacities and supporting matchmaking activities within the EIH.

Engagement with industry aggregators should therefore be conceived as a two-way process. The EIH can provide information about relevant services, innovation resources, training opportunities and routes for collaboration, while aggregators can help identify recurring needs and opportunities among the communities they represent. Their feedback can be particularly useful when assessing whether the platform is understandable and accessible to non-academic users, whether the available information is sufficiently actionable, and whether potential users can identify a clear route from an initial point of interest to a concrete interaction with an ENVRI service or partner.

This approach also provides an opportunity to test and refine the platform's external value proposition. Rather than assuming that the same messages used for the ENVRI community will be effective for industry, selected interactions with aggregators can be used to assess which types of services, expertise, technologies and collaboration opportunities are most relevant to external audiences. The findings can subsequently inform promotional content, training activities, matchmaking approaches and, where appropriate, future development of the Innovation Services Catalogue and Innovation Resources Toolbox.

The identification of industry aggregators should remain sufficiently flexible and continuous to reflect the different communities and sectors relevant to ENVRI. As illustrated in Fig.2, a repeatable process should be used to identify, assess and engage relevant networks and intermediaries. The identified networks, associations, clusters and other organisations, that have access to relevant user groups, can then be mapped against specific EIH resources and assessed according to their relevance, audience, thematic alignment and potential role in supporting dissemination and uptake. Based on this assessment, priority networks and intermediaries can be selected and approached through appropriate forms of engagement, such as targeted information sharing, joint events, referrals or other collaborative activities. Engagement should then be reviewed periodically, taking into account the response received, opportunities for collaboration and changes in the EIH's resources or target audiences. The resulting network map should be updated accordingly, allowing new organisations and opportunities to be added over time.

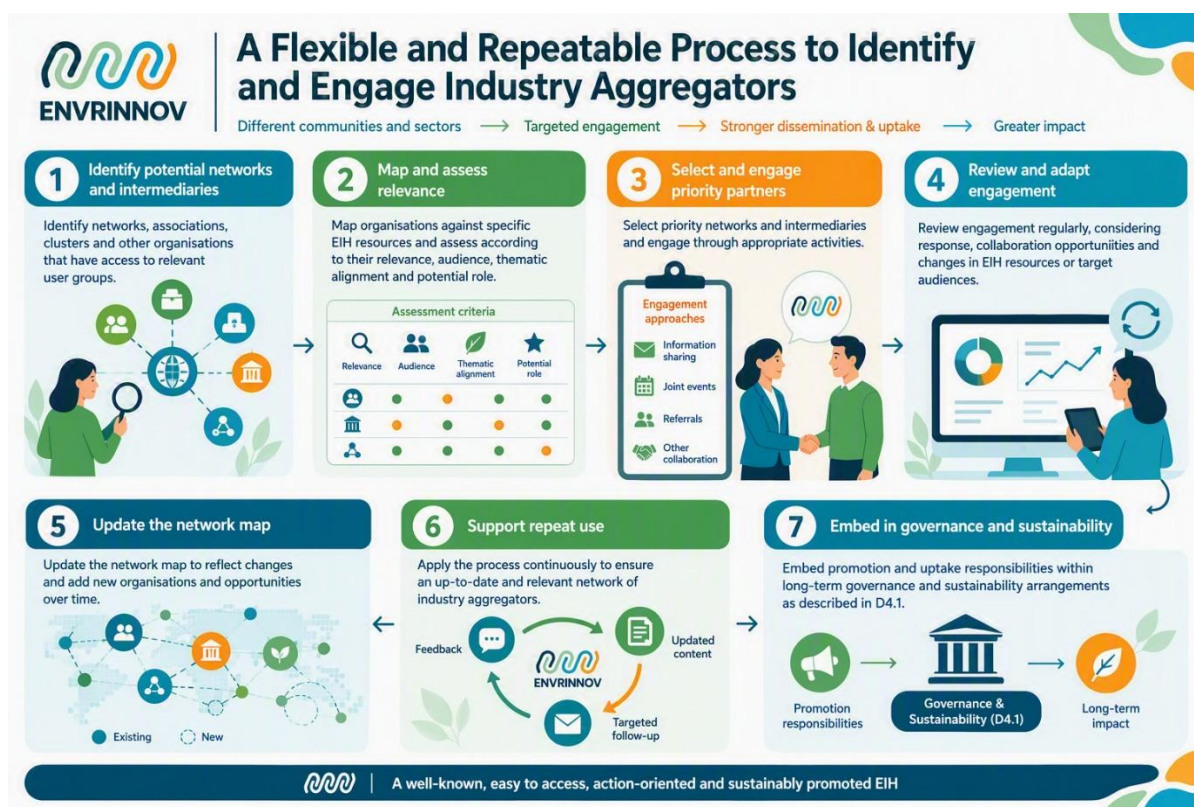


Figure 2. Process for the systematic identification, assessment, engagement and periodic review of industry aggregators and intermediary organisations. The illustration generated with the support of AI.

Engagement with aggregators should also be approached as a progression from awareness to deeper collaboration. D5.1 demonstrated that stakeholder engagement is most effective when participation evolves gradually through a sequence of activities, for example moving from awareness-raising events and webinars to consultations, working groups, co-creation activities and longer-term collaboration. The choice of engagement method should therefore reflect stakeholder interests, maturity of the relationship and desired level of participation.

4.2 Innovation Ambassadors

The establishment of an Innovation Ambassador network provides a complementary human dimension to the digital promotion strategy. Digital communication can increase awareness of the EIH, but uptake of innovation resources often depends on trusted contacts who understand both the resources being offered and the practical context in which they may be used. Innovation Ambassadors can provide this link within the ENVRI community and between ENVRI and external organisations (see Annex C).

The Ambassador concept is also supported by the evidence gathered in D5.1. Interview participants from industry, research infrastructures and innovation organisations highlighted the need for visible liaison functions, trusted intermediaries and stronger links between scientific communities and external stakeholders. Ambassadors can contribute to this objective by acting as local connectors, helping potential users navigate the EIH and facilitating interaction between ENVRI actors and external communities

Innovation Ambassadors should be selected from the ENVRI community, and beyond, to create a group of individuals who are willing and able to promote relevant ENVRIINNOV results within their professional networks. Their role should be understood primarily as that of connectors and facilitators. Ambassadors can draw attention to relevant EIH resources, encourage colleagues to explore or use them, communicate training and engagement opportunities, introduce potential users to appropriate contacts, and provide feedback on barriers or questions encountered by their communities. The selection process should combine nomination and confirmation. Candidates may be identified through ENVRI partners, working groups and other relevant community structures, while their suitability can subsequently be confirmed

against a small number of common criteria. These should include a clear connection with the ENVRI community, an interest in innovation and technology uptake, the ability to communicate with relevant audiences, willingness to remain engaged over time and an ability to provide constructive feedback. Where possible, the Ambassador network should also provide a general understanding of research infrastructures, research-performing organisations and different areas of expertise, rather than concentrating on a single type of organisation. Being an Innovation Ambassador should not create a new governance layer or duplicate existing responsibilities. Ambassadors should not be expected to make strategic decisions on behalf of the project, nor the ENVRI Board, negotiate agreements, act as formal service providers or replace the responsibilities of the EIH governance structures. Their principal contribution is to extend the reach of the platform and facilitate interaction between potential users and the established EIH structures.

Following selection, Ambassadors should receive a concise onboarding package explaining the purpose of the EIH, the main innovation resources available, the Innovation Services Catalogue, the Innovation Resources Toolbox, the available routes for engagement and the expectations associated with the Ambassador role. They should also have access to regularly updated promotional material that can be adapted for use within their own networks. This reduces the burden on individual Ambassadors while ensuring that information communicated externally remains consistent.

The Ambassador role should be based on relatively light but continuous engagement. Ambassadors do not need to undertake formal promotional campaigns on a constant basis. Their value can instead come from repeated, targeted interactions: sharing a relevant resource when a need arises, directing colleagues towards a training opportunity, introducing a potential user to the appropriate contact, or reporting a recurring question or barrier back to the EIH. In this way, the Ambassador network becomes part of the normal flow of innovation information within the ENVRI community rather than an additional communication structure operating separately from it.

The Ambassador network should also function as a source of intelligence for the platform. Feedback from Ambassadors can help identify which resources are being understood and used, where users encounter difficulties, which topics require additional explanation or training, and which emerging needs are not yet sufficiently addressed. Such information should be channelled into the existing EIH governance and content-curation processes. Where relevant, aggregated feedback can also contribute to the reflection and prioritisation processes associated with the ENVRI Innovation Roadmap.

The long-term objective is therefore not simply to create a list of Ambassadors, but to establish a functioning community of trusted intermediaries who contribute to both promotion and learning. Their effectiveness should be assessed through their actual interactions and contributions rather than through the size of the network alone. This ensures that the Ambassador concept remains focused on meaningful uptake of innovation results.

5. Content, Discoverability and Feedback

Promotion and content quality are inseparable. If a user follows a communication and finds outdated information, an unclear provider, or no route to action, the promotional effort may reduce rather than increase confidence. The common service template established in D1.1 provides a useful basis for maintaining quality because it identifies the information users need before they can act.

The dashboard-style approach described in D1.1 is also relevant to discoverability. Users should not need to understand the internal structure of ENVRINNOV before they can find something useful. The platform should support both direct exploration and entry through a specific need. This is particularly important for external stakeholders who may encounter the EIH through an event or partner communication without any prior knowledge of the project.

The Toolbox requires task-oriented discovery because its content spans several stages of innovation activity. Although D3.1 organises the content into five main sections, an external user may not know which section contains the answer to a particular question. Promotional material and navigation should therefore begin, where practical, from the user's task and then guide them to the relevant Toolbox section.

Content governance should follow the arrangements in D4.1. The Content Reporter Team, supported by the Wagtail CMS, provides a mechanism for maintaining the Innovation Toolbox and Catalogue without application-code changes. The Science WG provides scientific relevance and prioritisation, while the User Engagement & Training WG gathers requirements, supports training and promotes uptake. This division is important because it connects content quality with user experience rather than treating them as separate functions.

To ensure seamless interoperability and minimize manual administrative overhead during long-term operation, the integration of services, tools, and content from the Innovation Hub into the central ENVRI Hub catalog and the ENVRI Hub Knowledgebase is fully automated. Specifically, structured metadata is transferred directly via standardized interfaces from the underlying Wagtail Content Management System (CMS) into the central catalog. Concurrently, the ENVRI Hub Knowledgebase utilizes an automated web-crawl function to continuously index new editorial content, success stories, and service descriptions as they are published. This automated pipeline ensures that the information remains up to date without requiring manual synchronization, thereby supporting a robust, scalable, and low-maintenance operational lifecycle aligned with the technical architecture established in Deliverable 4.1.

Feedback should form part of the same cycle. D1.1 identifies feedback forms, surveys and interviews, focus groups and provider updates as ways of keeping the catalogue current. D3.1 demonstrates the value of interviews, community surveys, user mapping, partner review and stakeholder presentations. The long-term EIH should combine these approaches into a manageable process: collect feedback, identify recurring issues, assign responsibility, make appropriate changes and communicate important improvements. As further emphasised in D5.1, stakeholder engagement should be viewed as a continuous process rather than a series of isolated consultations. The report recommends regular consultation cycles, structured feedback mechanisms and stakeholder satisfaction assessments as practical tools for maintaining relevance and improving services over time. These approaches could be integrated into the EIH feedback and evaluation framework.

The EIH should also use analytics carefully. Page views and communication reach (implemented, e.g., via Momotomo Analytics) can show whether content is being discovered, but they do not demonstrate usefulness. Service requests, training follow-up, enquiries and matchmaking interactions provide stronger evidence of active uptake. Documented user cases can provide the qualitative evidence needed to understand value. The aim is not to create a single score but to build a credible picture of how the platform is being used.

Area	What to monitor	Evidence
Visibility	Exposure to EIH information	ENVRI communications and event records
Discovery	Users reaching services/resources	Platform analytics and referral sources
Engagement	Intentional interactions	Enquiries, registrations, feedback and event interactions
Uptake	Actual use of services/resources	Service requests, training follow-up and matchmaking records
Quality	Currency and completeness of content	Editorial review and user feedback

Value	Documented contribution to collaboration or innovation	User cases and available collaboration evidence
-------	--	---

6. Governance, Sustainability and Implementation

The long-term uptake and promotion of the digital platform should be implemented through the governance model already established in D4.1. The Innovation WG is responsible for coordinating innovation-related content and overseeing its development and curation. The Science WG ensures scientific quality, helps set priorities, and provides editorial guidance. The User Engagement & Training WG plays a particularly important role in this area. As described in D4.1, it is responsible for gathering user requirements, developing training activities, promoting uptake, supporting service co-design, collecting feedback, and serving as the main point of contact for industry and other non-academic stakeholders. The Policy & Sustainability WG contributes expertise on legal, financial and long-term cooperation aspects, while the Governance & Liaison WG supports overall coordination and strategic alignment across the initiative.

The governance arrangements described in D4.1 can also benefit from the stakeholder engagement recommendations developed in D5.1. In particular, D5.1 recommends the establishment of permanent multi-stakeholder innovation forums, thematic working groups, structured consultation processes and industry engagement functions. While not all of these mechanisms need to be implemented as separate structures within the EIH, they provide practical examples of how governance bodies can maintain ongoing dialogue with users and external stakeholders.

These responsibilities highlight the need to treat promotion and content creation as closely connected activities. The groups working directly with users should remain closely linked to those responsible for scientific quality and content development so that user needs are reflected in what is offered. Likewise, promotional activities need to be aligned with the services that can realistically be delivered and with the governance arrangements that support them. Effective communication is most credible when it reflects the actual capabilities and long-term commitments of the initiative.

The sustainability arrangements described in D4.1 are therefore an essential condition for uptake. D4.1 anticipates formal integration of the EIH into the permanent ENVRI HUB/EOSC Node structure and identifies the need for formalised roles in platform ownership, technical management and content curation. It also describes a long-term funding basis involving EOSC Node funding and core contributions from participating ENVRI RIs. D4.2 complements this by making promotion and stakeholder engagement part of the normal activity of that institutional structure.

Implementation should begin with consolidation rather than a large campaign. The first stage is to make sure that the principal EIH pages, service descriptions, Toolbox resources, training information, provider information and contact routes are coherent. At the same time, the future team should establish a baseline for the available indicators. Once this foundation is stable, recurring promotion can be activated through ENVRI channels, events, training and targeted engagement.

The next stage should focus on converting interest into use. Internal RI staff should be able to refer colleagues to the EIH, while external stakeholders should have clear routes to services, expertise, training and matchmaking. Feedback from these interactions should then be used to improve the platform and identify which content needs additional promotion.

The mature stage is institutionalisation and continuous improvement. Promotion becomes part of the normal rhythm of the EIH rather than an activity associated with project milestones. Periodic review can identify under-used resources, new stakeholder needs, content requiring revision and opportunities for

targeted engagement. In this way the implementation cycle remains open-ended and responsive to evidence.

D5.1 also highlights the importance of dedicated engagement expertise, facilitation capacity and stakeholder coordination functions. Successful engagement depends not only on communication activities but also on the quality of facilitation, relationship building and co-creation processes. As the EIH matures, these capabilities should be considered alongside technical and content-management functions.

7. Risks, Evaluation and Conclusions

The main risks for long-term uptake are not primarily technical. A first risk is declining visibility once project-specific communications stop. This is best addressed by establishing recurring reasons for communication rather than simply increasing the number of messages. A second risk is content becoming outdated. Clear ownership, editorial review and the Content Reporter Team are therefore essential. A third risk is that users discover the EIH but do not know what to do next; simple request, contact, registration and feedback routes are the appropriate response.

A further risk is weak engagement from industry and other non-academic stakeholders. Here the organisational role identified in D4.1 is important: the User Engagement & Training WG provides a recognised interface, while the technology solution/provider database offers a concrete mechanism for connecting external demand and RI capabilities. Continued capacity building is also relevant because D1.2 identifies interfaces with sector stakeholders and workforce capacity as barriers to uptake.

Evaluation should begin with baselines rather than unsupported targets. The initial reporting period should establish which analytics and administrative records are reliable and which indicators can be maintained consistently. The emphasis should then be on trends and evidence: whether users are discovering the EIH, whether interactions are increasing in quality, whether services and resources are actually used, and what users report about their experience.

The long-term strategy can therefore be reduced to a small number of practical principles. The EIH should be promoted through the value of its actual services and resources rather than through platform features alone. Messages should reflect different stakeholder needs and lead to a concrete next step. The Services Catalogue and Innovation Resources Toolbox should remain the core promotional assets, supported by training, contact and matchmaking. Internal ENVRI staff should act as practical multipliers, while a visible interface should be maintained for industry and other external stakeholders. Feedback should be treated as part of uptake, and promotion should be embedded in the governance and sustainability structure established by D4.1.

Monitoring should extend beyond visibility metrics and include indicators reflecting stakeholder participation, collaboration and uptake. D5.1 recommends the use of stable KPIs linked to dissemination, communication, co-creation, stakeholder engagement and impact pathways. These indicators can provide additional evidence on whether EIH promotion activities lead to meaningful interactions, collaboration opportunities and longer-term innovation outcomes.

Taken together, these measures provide a realistic basis for maintaining the EIH as a living innovation resource beyond ENVRINNOV. The strategy does not assume that communication can remove the structural barriers identified in D1.2, nor does it equate visibility with impact. Its more specific contribution is to make existing innovation capabilities easier to discover, understand and access, while creating the feedback relationship needed for the platform to remain aligned with the evolving needs of the ENVRI community.

ANNEXES

Annex A – Stakeholder and Engagement Framework

Stakeholder	Main relevance	Recommended EIH entry point
RI management and coordination	Innovation strategy, collaboration and external engagement	Toolbox, strategic briefings and demonstrations
Researchers and technical specialists	Specific services, expertise and training	Services Catalogue and direct service routes
Facility managers	Technology development, testing and visibility of capabilities	Catalogue and matchmaking
Industry and SMEs	Technical expertise, collaboration and providers	Matchmaking, services and direct interface
Research/innovation networks	Transferable resources and collaboration	Toolbox, services and partner channels
Policy/societal stakeholders	Evidence, expertise and capacity	Selected relevant services and resources

Annex B – Suggested Long-Term Promotion Rhythm

The following rhythm is a planning aid rather than a fixed project commitment. Its purpose is to avoid a stop-start pattern in which the EIH is visible only around major events. At the beginning of each year, the responsible team should review the core pages, priority services, Toolbox resources, provider information and available performance evidence. During the year, community communications can highlight selected services and resources, while events and training can provide opportunities for practical demonstrations. Periods with fewer major events can be used for targeted engagement with industry, SMEs and other priority audiences. At the end of the cycle, the team should review evidence and feedback and identify the next set of priorities.

Frequency	Purpose	Typical activity
Ongoing	Maintain visibility	Relevant news, newsletter/social posts and partner amplification.
Event-driven	Demonstrate practical use	Live demonstrations, presentations and workshops.
Training-driven	Connect capacity building with uptake	Training followed by links to relevant EIH resources.
Periodic	Listen and refine	Targeted interviews, consultations and feedback review.
Annual	Strategic review	Review performance, content priorities and stakeholder needs.

Annex C – ENVRI Innovation Ambassadors Model

The ENVRI Innovation Ambassadors initiative is proposed as a light-touch engagement mechanism to support awareness, uptake and external connectivity for the ENVRI Innovation Hub and related ENVRINNOV results. Ambassadors would act as trusted connectors between the ENVRI community and relevant external stakeholders, helping ensure that project outputs reach target audiences and remain aligned with user needs.

A distributed ambassador network can strengthen impact beyond what central project communications alone can achieve by i) extending visibility through existing networks and connections; ii) improving credibility through peer-to-peer endorsement; iii) generating user feedback; iv) Identifying collaboration opportunities and prospective users, and v) supporting long-term sustainability of project results after project lifecycle

Expected role

Suggested activities would include, for example:

- ✓ Support awareness, uptake, feedback, and connections for the ENVRI Innovation Hub.
- ✓ Share relevant news, opportunities or events through their networks
- ✓ Provide occasional feedback on platform usefulness and user needs
- ✓ Introduce relevant contacts or stakeholder communities
- ✓ Participate in selected webinars, panels or dissemination activities
- ✓ Suggest success stories, pilots or collaboration examples

Benefits for ambassadors

Participation may offer:

- ✓ Visibility within the European innovation landscape
- ✓ Early awareness of opportunities and initiatives
- ✓ Access to networking and collaboration opportunities
- ✓ Recognition as contributors to innovation uptake

Time commitment

Approx. 2–4 touchpoints per year with the ENVRI Board.

Proposed Ambassador Profiles

To maximise relevance and reach, ambassadors should represent a balanced mix of internal and external perspectives.

	Internal Ambassadors (ENVRI / RI Community)	Primary Value	Level of difficulty in engagement
Group A	Examples: • RI managers and service leads • Access managers • Active scientists	• Promote internal uptake • Identify services and opportunities to showcase	Low-Medium

	• Communication and stakeholder engagement staff • National representatives / node leaders	• Connect project outputs with RI communities	
Group B	External Ambassadors (Users / Industry / Public Stakeholders) Examples: • Companies (start-ups, SME, large companies) that benefited from RI collaboration • Public authorities using RI services or data • External research or implementation partners	Primary value: • Validate external relevance • Provide testimonials and case studies • Encourage new user engagement from outside the RI community	Level of difficulty in engagement Medium-High
Group C	Multiplier/network Ambassador Example: • Industry associations • Innovation clusters • Networks • Liaison organisations • Innovation support agencies	Primary value: • Amplify reach to wider stakeholder groups • Enable access to communities not directly connected to ENVRI	Level of difficulty in engagement High

Governance proposal

- Nominations collected from project partners
- Review and approval by ENVRI Board
- Annual refresh of membership if needed
- Simple onboarding pack and clear contact point

Ambassador selection criteria

Ambassadors should be selected through a transparent and balanced process using criteria such as:

- Influence and network reach – can they reach relevant audiences?

Examples: leadership role, respected expert, strong role in their domain, industry network

- Credibility within their community

Examples: recognised expert, reputable organisation, proven experience

- Motivation and willingness to engage – do they care?

Signs: proactive, enthusiastic, ask follow-ups, sees value in the ambassador initiative

- Strategic fit with ENVRINNOV objectives

Examples: industry engagement, digital uptake of EIH, cross-sector links

- Diversity of geography, domain and stakeholder type – do they broaden representation?

To consider: country, domain, gender balance, under-represented sector, SME perspective

- Practical availability – will they actually respond?

References

ENVRINNOV Deliverable D1.1 ENVRI catalogue of services construction & ongoing update.

ENVRINNOV Deliverable D1.2 Ongoing analysis of technology service needs and gaps.

ENVRINNOV Deliverable D3.1 ENVRI Common Policies & Resources on Innovation.

ENVRINNOV Deliverable D4.1 ENVRI Digital Platforms Long-Term Operation Strategy.

ENVRINNOV Deliverable D5.1 Long-term Measures for Engagement of Key Stakeholders.