



D2.1 STAKEHOLDER MAPPING & ENGAGEMENT STRATEGY

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Deliverable 2.1 STAKEHOLDER MAPPING & ENGAGEMENT STRATEGY	
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Executive Summary

This deliverable (2.1) provides a comprehensive **MEDVIEW stakeholder engagement strategy that details how stakeholders will be actively engaged throughout the project.**

A stakeholder identification and selection process has been undertaken to pinpoint the most relevant stakeholders across target groups, leveraging both new and existing connections established through the consortium members' networks.

The mapping process included an in-depth analysis of their interests, influence, and potential contributions to the project to enable the creation of the Stakeholder Engagement Strategy.

The strategy outlines specific engagement methods, communication channels, and timelines, ensuring that messaging is adaptable and responsive to the diverse needs of the different stakeholder groups. This approach ensures that the project benefits from broad input and support needed to build the MEDVIEW Community (MEDCOMM), a fundamental pillar of the project.

The Stakeholder Engagement Strategy has provided key resources to commence the creation of MEDVIEW Community. These are:

- The **MEDVIEW Stakeholder Database (MSD)** which can be used to target initial messaging. The MSD will grow and develop as the project progresses.
- The **Power-Influence Matrix (PIM)** highlights which stakeholder groups need focused communication efforts to achieve active participation.
- **Simplified Personas** allow messages to be tailored for increased probability of success in engagement efforts.
- **The Engagement Strategy Framework (ESF)** provides clarity on how to approach the respective stakeholder groups.
- The **Stakeholder Engagement Roadmap (SER)** gives a timeline for opportunities to engage stakeholders. This will be updated and populated as the project moves forward.

This strategy has been informed by, and will work in tandem with, Deliverable 5.1: the Dissemination Plan. It is a core component in building MEDCOMM and is integral to all Work Packages.

The ultimate effectiveness of the Engagement Strategy will be the key performance indicators (KPIs) associated with building MEDCOMM (KP1.1 to 1.7.)

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List of Abbreviations

Abbreviations	Meaning
AMR	Anti-microbial resistance
B2B	Business to Business
CAM	Complementary and Alternative Medicine
ENVI	EU Committee on the Environment, Climate and Food Safety
ERA	European Research Area
ESF	Engagement Strategy Framework
EU	European Union
KER	Key Exploitable Result
KPI	Key Performance Indicator
MEDCOMM	MEDViEW Community
MEP	Member of the European Parliament
MSD	MEDViEW Stakeholder Database
NGO	Non-Governmental Organization
PIM	Power-Interest Matrix
PO	Project Objective
ROI	Return On Investment
SER	Stakeholder Engagement Roadmap
SMEs	Small and Medium Enterprises
TCIH	Traditional, Complementary and Integrative Healthcare
WP	Work Package
VC	Venture Capital

Abstract

This deliverable 2.1 outlines a comprehensive stakeholder engagement strategy that details how stakeholders will be actively engaged throughout the Medview project.

In particular, this deliverable will be at the heart of achieving the PO of MEDCOMM. It provides detailed stakeholder mapping, listing of target stakeholders, and framework and strategy to promote active engagement by stakeholders throughout the project.

The strategy outlines specific engagement methods, communication channels, and timelines, ensuring that messaging is adaptable and responsive to the diverse needs of the different stakeholder groups.

The Stakeholder Engagement Strategy has provided key resources which are living documents and will need to be reviewed and updated routinely to yield the best results. Those resources are the:

- MEDViEW Stakeholder Database (MSD)
- Power-Influence Matrix (PIM)
- Stakeholder Personas
- Engagement Strategy Framework (ESF)
- Stakeholder Engagement Roadmap (SER)

To reach KPIs, partners will need to utilize different approaches as outlined in the strategy to increase engagement with stakeholders. They must also play an active role in updating afore-mentioned resources and applying the Stakeholder Engagement Strategy in their workplans.

It is critical that this strategy is implemented in tandem with the dissemination plan (WP5.1).

1. MEDVIEW Overview

1.1 Project Outline

MEDVIEW builds on the growing recognition that achieving good health in a community requires much more than medical and technical solutions available only in selected places and circumstances. Citizens' health priorities stem from their everyday experiences and needs and differ from professionals' priorities. There is a growing demand for a more "human-centric" approach to tackle the complexity of achieving overall human well-being. It is widely accepted that involving citizens in the design of products, services, and policies that impact their health, lives, and communities is thought to improve their overall quality and effectiveness. Citizens' voices can act as a mechanism for change ensuring that the created solutions are more integrated around communities' needs instead of centered on organizations' traditional remits.

MEDVIEW aims to build a model and an implementation guide that will create an enabling environment for innovative, collaboration, and effective co-creation between industry partners, citizens (patients, community members), health practitioners, doctors, researchers, academia, and policymakers to address the complex issue of human health & well-being.

The project will deliver the **MEDVIEW Knowledge Valorisation Implementation Guide**, a complete practical guide, and the relevant tools comprised of methods, practices, and procedures for the deployment of an open innovation space for effective knowledge valorisation in the field of well-being.

The project will focus on several key areas: interdisciplinary collaboration, stakeholder engagement, policy and industry practices alignment, and the development of practical tools and guidelines.

Through a structured approach, the project will integrate and validate these strategies in real world environments, ensuring their relevance, effectiveness, and sustainability. The outcomes will include evidence based and comprehensive practical guidelines designed to support their widespread adoption and scalability.

By addressing the challenges of interdisciplinary complexity, regulatory barriers, and the need for sustainable practices, the project will contribute to the **European Union's broader objectives of improving public health, reducing inequalities, and enhancing the quality of life for all citizens**. The project's outputs will provide a robust framework for knowledge valorisation in the well-being sector, ensuring that research-driven innovations lead to tangible, long-term benefits across Europe.

Key Objectives:

- To establish the MEDVIEW Community, a pan-European Interdisciplinary Community in well-being
- To apply action learning principles to found a Community of Practice for Knowledge Valorisation in wellbeing
- To deliver and validate the MEDVIEW Implementation Guide for Knowledge Valorisation regarding wellbeing topics
- To foster direct interactions among all the wellbeing stakeholders through an intelligent digital space for communication, dissemination & engagement

The Stakeholder Mapping and Engagement Strategy are fundamental to the delivery of the project and are critical to **Project Objective 1 (PO1) to set up the MEDViEW community**, a strong community of researchers, well-being industry stakeholders, policy makers and citizens among various disciplines with the capacity to design, implement and deliver co-creation and knowledge valorisation strategies tailored to well-being challenges. It is the **first key exploitable result (KER1) which is the MEDCOMM (MEDViEW Community) with more than 3000 engaged actors**.

1.2 Implementation of the Stakeholder Mapping and Engagement Strategy

This strategy will provide the backbone to the project efforts for co-creation through the quintuple helix innovation model. The strategy and plan will provide partners with tools to target stakeholders effectively to promote active engagement with the Medview project.

Through utilizing this strategy, MEDViEW project partners will be actively contributing to advancing the project's objectives and towards long-term sustainability of the project.

Full information on the implementation is found in **Section 5 on page 25**.

Roles and responsibilities:

- **WP2 and WP 5 Leads** will work in close collaboration synergistically to continually refine engagement tools and messaging in order to maximize the effectiveness of the Stakeholder Engagement Strategy.
- **Consortium partners** will be responsible for:
 - updating resources such as the MEDViEW Stakeholder Database (MSD), the Stakeholder Engagement Roadmap (SER) to enable refinement of personas and messaging activities.
 - integrating participant feedback, active engagement elements, and information collection into activities.
 - providing feedback to WP5 lead from events and activities for which they lead that can further develop the engagement strategy
 - take the lead in engagement activities for targeted stakeholders where prior working relationships provide higher probability for successful engagement.
- **Project communication group** will need to share information on success of messaging and personas with WP5 and WP2 leads to further refine the Stakeholder Engagement Strategy.

2. Stakeholder identification

To perform the stakeholder mapping for the project, the stakeholders were first identified, grouped, and then due to the substantial numbers of organizations and individuals within the groups there was a further refining to 1) target stakeholders with a higher likelihood of engagement with the project and 2) allow collection of detailed information for the stakeholder mapping.

2.1 Stakeholder groups

As outlined in the original Grant Agreement, The MEDVIEW Community, will be composed from a critical mass of well-being related stakeholders across the EU: researchers and higher education institutions, emerging health technologies providers, practitioners and other health institutions, business support organizations (clusters, networks, commerce chambers, incubators, accelerators, etc.), policymakers (representatives of public authorities and institutions) and civil society representatives (in particular patients, associations representing them and generally citizens).

Therefore, stakeholders for MEDViEW will fall into stakeholder groups identified in the project proposal as noted in the table below. These stakeholder groups will be elaborated on in this deliverable to sharpen the engagement strategy to be as effective as possible.

Table 1: MEDViEW Initial Stakeholders

A. Public sector	A.1	Regulatory bodies and authorities
	A.2	Public Authorities/bodies responsible for the strengthening of the ERA agenda
	A.3	Policy Makers and Health Authorities related to healthcare policies and well-being initiatives
B. Private Sector	B.1	Private Hospitals and other healthcare establishments
	B.2	Well-being & healthcare SMEs and Innovators
	B.3	Well-being providers & establishments
	B.4	Digital technologies companies [esp. SMEs] active in the well-being & the healthcare sector
	B.5	Physicians, Well-being practitioners
	B.6	Financiers (Bank, Business Angel, VC, etc.) & Investors in the healthcare & wellbeing sector
C. Academia	C.1	Academia & Research Communities
D. Civil Society	D.1	Citizens and Civil Society
	D.2	Wellbeing & Healthcare associations

Based on the **quintuple helix model**, the multi-disciplinary pan-European community of relevant stakeholders will cover the multiple dimensions of well-being, i.e., healthcare (including traditional, complementary, and alternative medicine), psychology, economics, and sociology. This model establishes an ecosystem that fosters collaboration and interaction between five key actors:

- Academia
- Government
- Industry
- Natural Environment
- Media and Culture-Based Public

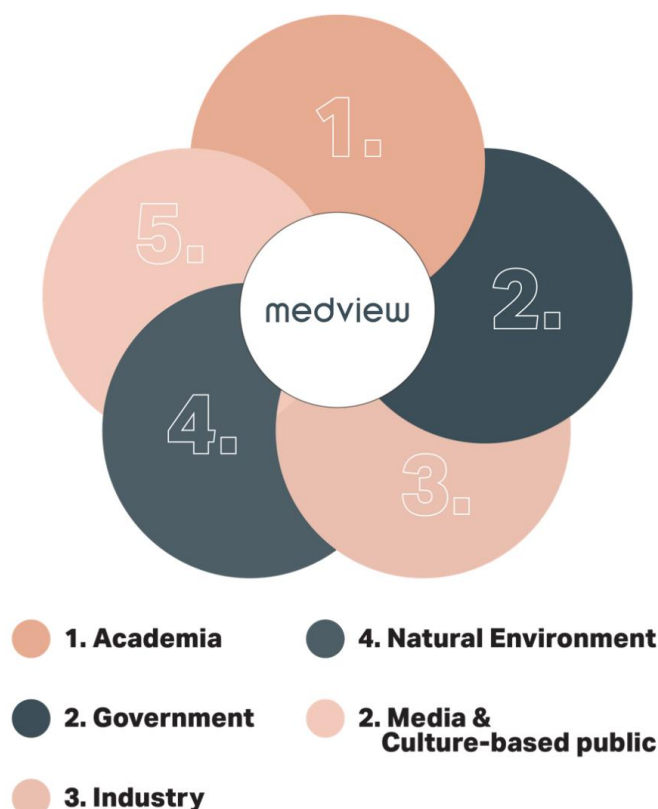


Figure 1: Quintuple Helix Innovation model

These groups are required for the co-creation and knowledge valorisation that is at the heart of the project.

2.2 Refinement of groups

Given the large numbers of organizations and individuals that are represented within the identified stakeholder groups a refinement of these groups was applied for mapping. A focus on EU organizations focused on health, natural healthcare approaches, chronic health issues, innovation in healthcare and funding in health innovation space were used to focus our mapping exercise. Priority was given to umbrella organizations both in the EU and nationally that represent larger numbers of individuals/organizations.

3. Stakeholder Mapping

3.1 Purpose of stakeholder mapping

When discussing the MEDViEW Stakeholder map it is important to remember the purpose of mapping.

It will provide information to create an engagement strategy based on stakeholder insight. In a stakeholder map, each of the stakeholders for a project are listed alongside a contact level, based on the level of interest and power/influence they have. The stakeholder map will inform decision making around what engagement is needed for the project and when.

Stakeholder mapping is important to ensure engagement with the right stakeholders at the right time during the project. It can make a significant difference to how the project is completed and received. Communicating with stakeholders effectively will help to ensure project objectives are met.

3.2 MEDViEW Stakeholder database (MSD)

The first step in performing the stakeholder mapping was to gather detailed information on stakeholders to create a MEDViEW Stakeholder Database (MSD). Over 1000 records were gathered for the mapping exercise.

Key information captured in the MSD are names of organizations/individuals, what type of organization they are, their focus, where they operate (EU, country), contact details (website, emails), social media channels and any other useful information.

The information collected in the MSD is critical to targeting our engagement and communication efforts going forward. This data was analyzed to review the stakeholder groups, review the respective needs of the stakeholder groups through graphing their power against interest in the project and understand their use of communication platforms.

The MSD is a living document which will be modified, updated, and used throughout the lifetime of the project. It will be something all project partners can access, use, and amend as the project moves forward and informs MEDViEW engagement activities. The database will be accessible through the MEDViEW project platform which is accessible to partners. It will be all partners' responsibility to update the database when appropriate to ensure all partners are working with the best data on targeted stakeholders. Overall management of the database is held with WP2.

3.3 Targeted stakeholders

Through the information gathering phase specific types of groups and organizations began to come into focus as targeted stakeholders for the project within the initial stakeholder groups identified.

These targeted stakeholders will have an interest in areas which will make them more likely to engage in the project and are important to MEDVIEW's success over the development stage covered within the project implementation period and retain engagement post-project phase. Specifically, these are organizations that work in chronic health areas which are identified priorities in EU policy, such as cancer, mental health, environment and health, AMR and One Health.

Table 2: Targeted stakeholder groups

Targeted stakeholder groups	Why they are important to MEDVIEW
Healthcare Professional Associations	• They represent practitioners who will use MEDVIEW's tools and insights in clinical practice. • They offer credibility and legitimacy for dissemination within their disciplines. • They can amplify MEDVIEW's findings through their networks, journals, and conferences. • They are key partners for training, certification, and continuing education.
Academic & Research institutions and individuals	• They drive the evidence base for complementary and integrative health. • They are ideal partners for piloting tools, validating frameworks, and publishing results. • They help translate MEDVIEW's outputs into policy-relevant research. • They can embed MEDVIEW's findings into curricula and training programs.
Civic Associations & NGOs	• They connect MEDVIEW to community-level needs and grassroots perspectives. • They are powerful allies in public awareness, advocacy, and citizen engagement. • They often work across sectors—bridging health, environment, and social inclusion.
Patient Associations	• They ensure MEDVIEW remains patient-centered and responsive to lived experience. • They can co-create tools and validate relevance for real-world use. • They are essential for ethical engagement, especially in rare diseases and chronic care.

Targeted stakeholder groups	Why they are important to MEDViEW
SMEs & Health Innovators	• They bring agility and innovation to MEDVIEW's ecosystem. • They are ideal partners for co-developing digital tools, diagnostics, and platforms. • They help translate research into market-ready solutions. • They can pilot MEDVIEW outputs in real-world settings and scale them commercially.
Chambers of Commerce	• They connect MEDVIEW to regional SMEs and economic development networks. • They validate the business case for health innovation and job creation. • They can support dissemination through business forums and trade missions.
EU and VC funders	• They can support scaling, commercialization, and tech development once the initial phase of MEDVIEW ends. • They provide market validation, signaling that MedViEW's tools, the platform, or ideas co-created have real-world value, especially in digital health or citizen-centric innovation. • They can help build strategic partnerships as they bring networks, mentorship, and business acumen that can help MEDVIEW transition from a funded initiative to a self-sustaining innovation ecosystem.
Policy Makers & Health Ministries	• They shape the regulatory and funding landscape for implementation. • They can embed MEDVIEW's outputs into national health strategies and EU policy. • They are gatekeepers for systemic change and institutional adoption. • They ensure alignment with public health priorities and equity goals.

Targeted stakeholder groups	Why they are important to MEDViEW
TCIH/CAM Groups (Professionals, Researchers, Academics, Civic & Patient Organizations)	• They represent a diverse and growing sector committed to holistic, person-centered approaches to health and well-being. • They bring valuable clinical, cultural, and experiential knowledge that enriches MEDVIEW's co-creation and innovation processes. • They are key partners in validating tools and frameworks that reflect integrative practices and community needs. • They help ensure MEDVIEW's outputs are inclusive, ethically grounded, and aligned with real-world therapeutic diversity.

3.4 Stakeholder Power-Interest Matrix (PIM)

The widely used Power-Interest Matrix, introduced by management scholar Aubrey L. Mendelow¹, is designed to help organizations prioritize stakeholders based on their level of power (influence over decisions) and level of interest (concern or involvement in the project/outcomes).

Stakeholders are classified as follows with recommended engagement levels:

- **High Power / High Interest** → Manage closely
- **High Power / Low Interest** → Keep satisfied
- **Low Power / High Interest** → Keep informed
- **Low Power / Low Interest** → Monitor with minimal effort

By placing MEDVIEW's target stakeholders within the PIM an engagement strategy can be designed to reflect the needs of these stakeholders identified in the PIM.

The PIM makes plain that significant efforts will be required toward policy makers, health professionals, TCIH/CAM groups, and current and future funders, while considerably less should be spent on Chambers of Commerce.

The PIM ranking is color coded on the MSD to make it extremely easy to see the key organizations and people that need close management and continual engagement to yield the desired results.

This is one of the foundations of creating the Stakeholder Engagement Strategy. One of the other tools to use will be to create personas.

¹ Mendelow, A. L. (1991) 'Environmental Scanning: The Impact of the Stakeholder Concept'. Proceedings From the Second International Conference on Information Systems 407-418. Cambridge, MA

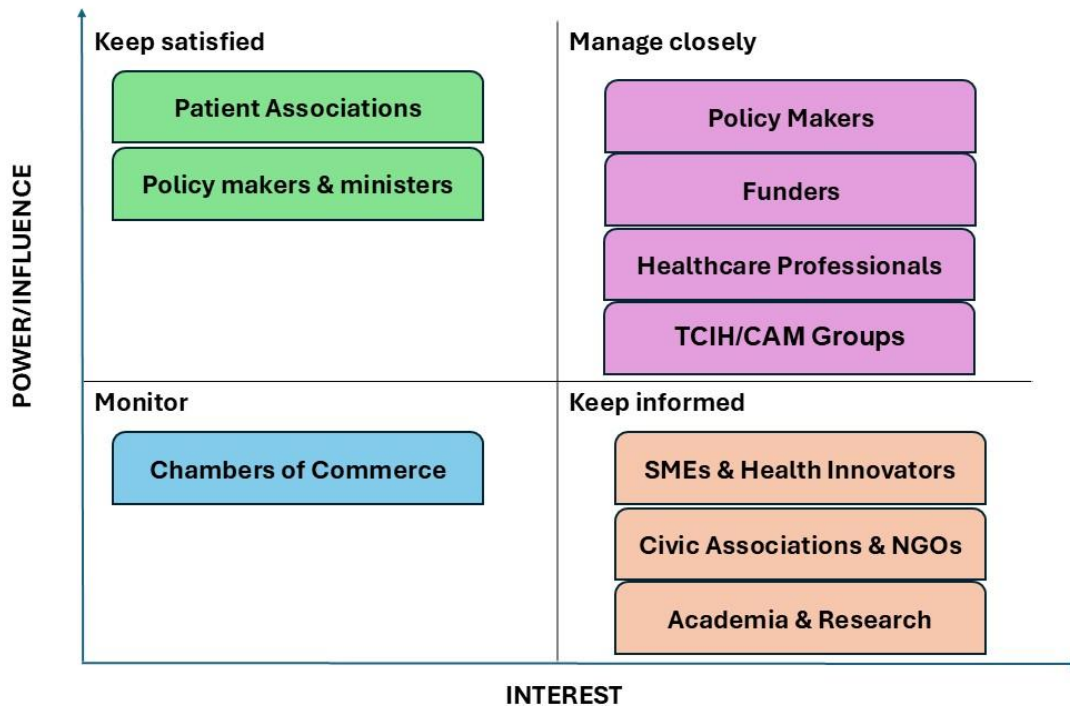


Figure 2: MEDViEW Power-Influence Matrix

3.4 Simplified Stakeholder Personas

Given the target stakeholder groups identified, we have created simplified personas to better understand those stakeholders, their motivations which will allow us to tailor our messages for the best possible engagement.

Personas are **fictional, generalized representations of key user segments within a target audience**, created based on research and data.

For stakeholder analysis, personas can be instrumental in identifying and understanding the challenges, motivations, and engagement styles of groups.

These personas for MEDViEW have been created through desktop research to find information on our stakeholder groups and using the MSD. The personas presently lack detailed marketing research and direct feedback gathered from the targeted stakeholders themselves and this is the reason we are calling them simplified personas.

These simplified personas will be especially useful in creating the best engagement strategy possible at this time in the project's timeline. In later stages of the project direct stakeholder feedback will be collected and analyzed from workshops, events, and marketing research to shape more detailed and realistic personas.

Persona 1: EU Policy Architect

Role: MEPs, ENVI Committee members, EU-level health policymakers

Motivations:

- Shaping forward-looking health legislation
- Promoting equity, innovation, and sustainability
- Responding to citizen health concerns and lobbying pressures.

Challenges:

- Balancing competing interests across member states
- Navigating complex regulatory frameworks
- Limited bandwidth for niche health topics

Engagement Style:

- Policy briefs, targeted roundtables, co-authored position papers
- Clear alignment with EU strategic priorities (e.g., One Health, AMR, digital health)



Figure 3: Persona 1 - EU Policy Architect

Persona 2: National Health Steward

Role: Ministers of Health, Health Attachés, national regulators

Motivations:

- Improving national health outcomes
- Aligning with EU funding and policy frameworks
- Supporting innovation while managing risk

Challenges:

- Budget constraints and political turnover
- Pressure to deliver measurable impact

Engagement Style:

- Bilateral briefings, pilot project proposals, evidence-based policy recommendations
- Emphasis on cost-effectiveness, scalability, and public health relevance

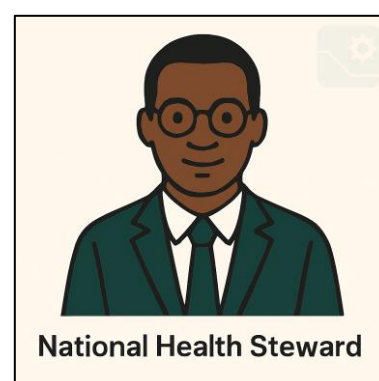


Figure 4: Persona 2 - National Health Steward

Persona 3: Academic Thought Leader

Role: Researchers, professors, ethics experts, evaluators

Motivations:

- Advancing scientific knowledge and interdisciplinary collaboration
- Publishing high-impact research
- Influencing policy through evidence

Challenges:

- Limited time and funding
- Translating research into practice



Figure 5: Persona 3 - Academic Thought Leader

Engagement Style:

- Co-authored publications, joint workshops, research symposia
- Emphasis on rigor, transparency, and methodological innovation

Persona 4: Professional Association Advocate

Role: Medical, nursing, other health specialist associations

Motivations:

- Representing member interests
- Enhancing professional credibility and standards
- Expanding scope of practice and recognition

Challenges:

- Internal diversity of views
- Regulatory constraints
- Need for recognition and influence on EU and national policy making.

Engagement Style:

- Consensus-building forums, continuing education modules, stakeholder consultations
- Messaging that respects professional autonomy and scientific integrity



Figure 6: Persona 4 - Professional Association Advocate

Persona 5: Patient Voice Champion

Role: Patient associations, advocacy groups, lived experience networks

Motivations:

- Ensuring care is person-cantered and inclusive
- Advocating for access, dignity, and transparency
- Co-creating solutions that reflect real-world needs

Challenges:

- Underrepresentation in policy and research
- Resource limitations
- Navigating complex health systems

Engagement Style:

- Storytelling campaigns, co-design workshops, feedback loops
- Emphasis on empathy, empowerment, and practical relevance

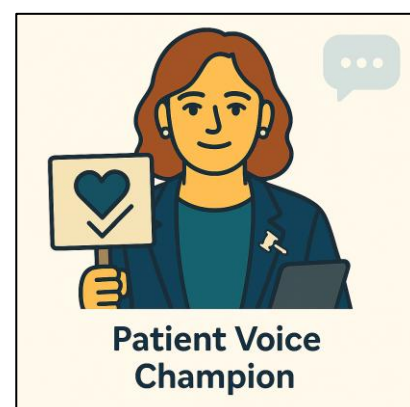


Figure 7: Persona 5 - Patient Voice Champion

Persona 6: SME Health Innovator

Role: Startups, digital health companies, biotech firms

Motivations:

- Scaling impactful solutions
- Securing funding and regulatory approval
- Building strategic partnerships

Challenges:

- Navigating fragmented health systems
- Regulatory uncertainty
- Limited visibility and trust

Engagement Style:

- Innovation showcases, matchmaking events, regulatory dialogues
- Messaging focused on value creation, usability, and evidence



Figure 8: Persona 6 - SME Health Innovator

Persona 7: Economic Connector

Role: Chambers of commerce, SME federations, incubators

Motivations:

- Supporting regional economic growth
- Connecting businesses to funding and policy
- Promoting innovation ecosystems

Challenges:

- Limited health-specific expertise
- Need for clear ROI and business case
- Navigating EU bureaucracy

Engagement Style:

- Economic impact briefs, SME engagement toolkits, cross-sectoral forums
- Messaging that links health innovation to jobs, competitiveness, and resilience



Figure 9: Persona 7 - Economic Connector

Persona 8: Integrative Health Champion

Role: CAM/TCIH practitioners, academics/researchers, umbrella organizations, educators, and advocacy networks

Motivations:

- Promoting holistic, person-centered approaches to health and well-being
- Achieving recognition and integration within mainstream health systems
- Ensuring equitable access to diverse therapeutic modalities

Challenges:

- Navigating regulatory ambiguity and limited institutional support



Figure 10: Persona 8 - Integrative Health Champion

- Overcoming skepticism and lack of visibility in conventional health discussions and decision-making
- Fragmentation across disciplines, traditions, and national contexts
- Limited access to funding, research infrastructure, and policy platforms

Engagement Style:

- Participatory workshops, co-design sessions, and community roundtables
- Evidence-sharing through case studies, pilot projects, and practitioner networks
- Messaging that emphasizes safety, efficacy, cultural relevance, and patient empowerment
- Visual storytelling and infographics that humanize practice and impact

This deliverable will use the personas to build MEDViEW's engagement strategy and guide the project's messaging and outreach for further project implementation. The personas allow messaging to be tailored to the persona to make them more impactful and the recipient more likely to act and engage with MEDViEW.

For example, if the target falls into the 'SME Innovator' persona, messages should focus on value creation and finding strategic partnerships through MEDViEW to promote engagement. In contrast, if the target falls into the 'Academic Thought Leader' persona, the messages should focus on MEDViEW advancing scientific knowledge and interdisciplinary collaboration where co-authorship can be nurtured to promote engagement.

All partners will need to be mindful of the personas to create the most appealing messages for target audiences and to be successful in outreach efforts.

It will be the responsibility of WP2 and WP5 to ensure the optimal messaging is created utilizing the personas and disseminated as outlined in the Dissemination Plan. Personas and messaging will be regularly reviewed and developed over the project as outlined in this deliverable, through both partner and stakeholder feedback.

3.5 Communication & social media analysis

Using the data in the MSD and doing desktop research has also provided valuable information which clarifies the best communication methods for communicating to MEDViEW stakeholders.

Table 3: Preferred communication channels for stakeholders

Stakeholder Group	Most Used Channels	Preferences
EU Policy Makers & MEPs	Email, LinkedIn, X	Prefer concise policy briefs, tagged posts during relevant committee sessions
National Health Ministries & Attachés	Email (official ministry), LinkedIn	Formal communication preferred; occasional use of X for public statements
Professional Associations	Email, Facebook, LinkedIn, Instagram	Facebook for community updates; LinkedIn for professional visibility
Academic & Research Institutions	Email, LinkedIn, ResearchGate, X	LinkedIn for networking; X for sharing publications and policy commentary
Patient Advocacy Groups	Facebook, Instagram, YouTube, Email	Strong use of visual storytelling and community engagement
Civic Associations & NGOs	Facebook, Instagram, LinkedIn, Email	Facebook for campaigns; LinkedIn for partnerships; Instagram for awareness
SMEs & Health Innovators	LinkedIn, Instagram, YouTube, Email	LinkedIn for B2B; Instagram and YouTube for product demos and thought leadership
Chambers of Commerce	Email, LinkedIn, Website newsletters	Prefer formal updates and economic impact briefs; LinkedIn for events and outreach
EU Umbrella Organizations	Email, LinkedIn, X, Facebook	Use all channels strategically for advocacy, policy updates, and member engagement
Innovation Offices & Regulatory Agencies	Email, LinkedIn, Website portals	Formal communication: LinkedIn for regulatory updates and calls for input
TCIH/CAM Groups	Email, LinkedIn, practitioner networks, webinars	Prefer inclusive language, evidence-informed messaging, co-creation invitations

Looking at the data we can provide channel highlights by use case:

- **Policy Advocacy & Influence:** LinkedIn, X
- **Community Engagement & Awareness:** Facebook, Instagram
- **Professional Networking & Dissemination:** LinkedIn, ResearchGate
- **Visual Storytelling & Education:** YouTube, Instagram
- **Formal Communication & Coordination:** Email, Website portals

While different stakeholder groups use various channels to communicate and find information, as highlighted in the table, the MEDViEW project will focus on those channels which it has identified in its Dissemination Plan. The channels are LinkedIn, YouTube, and its website. These three channels will cover all stakeholder audiences.

3.6 Stakeholder mapping outcomes

The Stakeholder Mapping exercise generated:

- A stakeholder database (MSD) containing over one thousand records which will grow and develop over the project.
- Targeted stakeholder groups for the MEDViEW Project
- A Power-Interest Matrix (PIM) to identify engagement needs for the targeted stakeholder groups.
- Personas describe in more detail the stakeholder group members' motivations, challenges, and preferences to tailor our messages.
- An analysis of communication channels used by our stakeholder groups.

All of these elements generated have been used to construct the Stakeholder Engagement Strategy for the MEDViEW.

4. Stakeholder Engagement Strategy

4.1 Objective of the Engagement Strategy

The overall objective of this strategy is to provide a framework and roadmap to optimize stakeholder engagement across the project timeframe to enable MEDViEW to meet its objectives.

The strategy therefore outlines specific engagement methods, communication channels, and timelines, ensuring that messaging is adaptable and responsive to the diverse needs of the different stakeholder groups. This approach will ensure that the project benefits from broad input and support needed to build the MEDViEW Community, a fundamental pillar of the project.

This strategy has been informed and will work in tandem with Deliverable 5.1 the Dissemination Plan to ensure stakeholder buy-in for long-term impact beyond project funding. It is a core component in building MEDCOMM (the MEDViEW Community) and is integral to all Work Packages. It enables the co-creation and uptake of MEDViEW outputs across sectors.

4.2 Guiding Principles Applied to the Engagement Strategy

The Stakeholder Engagement Strategy is based on ensuring that all interactions are inclusive, transparent, and adaptable to the diverse needs of different stakeholder groups. This approach will ensure that the project benefits from broad input and support, fostering collaboration and alignment with the goals and expectations of all involved parties.



Figure 11: Principles of the Stakeholder Engagement Strategy
Credit: RESOURCE EU Grant²

Key principles which are applied to MEDViEW's stakeholder engagement activities are well identified in the diagram describing stakeholder engagement best practice.

The MEDViEW project itself has embedded these key principles and are the foundations for the Stakeholder Engagement Strategy.

- **Engagement** - The project itself cannot develop and meet its objectives of co-creation and valorization without engagement from all stakeholders.
- **Active participation and inclusion** – There are set workshops, seminars, and other events and opportunities identified within the project which will allow stakeholders to participate and directly impact the development of project outputs.
- **Collaboration** – All stakeholders and MEDViEW project partners must collaborate openly to create an atmosphere where co-creation is possible.
- **Ongoing communication** – Continual communication between parties is critical to the success of the project and allows constructive and active collaboration to occur.
- **Integrity** – MEDViEW partners must act with integrity to elicit support and long-term engagement from all stakeholders.

² RESOURCE, an EU grant funded project - [D1.2-Stakeholders-engagement-strategy-V1.0.pdf](#)

- **Respect** – In all activities there must be respect between parties to build trust and increase active engagement.
- **Transparency** – The project must be transparent about the role of each party and the goals envisaged for the project and all planned activities.
- **Trust** – Is created through open and meaningful exchange and by delivering on stated outcomes and meeting expectations.
- **Accountability** – This means delivering on agreed activities and actions shared with stakeholders.

4.3 Stakeholder Engagement Framework (SEF)

The Stakeholder Engagement Framework (SEF) outlines the best strategy for engagement of the stakeholder groups going forward using the outputs from the stakeholder mapping exercise. The framework provides in an easy-to-understand table which identifies the stakeholder groups, and for each group MEDViEW's primary engagement goals, the key communication channels MEDViEW will use, and the persona(s) that apply for tailoring messages.

The channels MEDViEW will use for engagement are those identified in the Dissemination Plan - LinkedIn, YouTube and MEDViEW's website. Training and workshops form part of the grant deliverables and serve as additional opportunities for engagement.

This framework will be used at every opportunity for engagement with stakeholders.

Table 4: Stakeholder Engagement Framework (SEF)

Stakeholder Group	MEDViEW's Engagement Goal	Key Channels MEDViEW will use	Persona(s) for Messaging
Healthcare Professional Associations	Co-Creation, training, dissemination	LinkedIn, workshops/training	Professional Association Advocate
Academic & Research Institutions	Co-Creation, evidence generation, co-authorship, validation	LinkedIn, workshops/training	Academic Thought Leader
Patient Associations & Civil Society	Co-creation, dissemination, ethics	LinkedIn, workshops/training	Patient Voice Champion
SMEs & Health Innovators	Co-Creation, piloting, scaling, commercialization	LinkedIn, YouTube, workshops/training	SME Health Innovator
Chambers of Commerce & Economic Actors	Business case, regional impact, SME engagement	LinkedIn, website	Economic Connector
EU & VC Funders	Strategic partnerships, funding continuity	LinkedIn, website	SME Health Innovator, Economic Connector

Stakeholder Group	MEDViEW's Engagement Goal	Key Channels MEDViEW will use	Persona(s) for Messaging
EU Policy Makers & Health Ministries	Policy alignment, regulatory uptake of solutions	LinkedIn, website	EU Policy Architect, National Health Steward
TCIH/CAM Groups	Integration into health systems, co-creation, Evidence-based advocacy	LinkedIn, workshops/training	Integrative Health Advocate

4.4 Engagement Guidelines

Engagement guidelines are instructions to follow when considering engagement activities to guarantee the best possible results.

- **Persona-Driven Messaging:** Tailor outreach using simplified personas to reflect motivations, express how the activity/ask in the message will ease their challenges and help to move forward their objectives.
- **Power–Interest Matrix (PIM):** Prioritize stakeholders based on PIM measurement to allocate engagement efforts effectively.
- **Channel Optimization:** Use preferred communication platforms per stakeholder group as identified in the SEF.
- **Co-Creation & Feedback Loops:** Embed participatory methods such as workshops, surveys, and pilot testing where possible.
- **Strategic Timing:** Align engagement with key project milestones/activities/events (e.g., launch of website) and core interests/activities/events of stakeholders (e.g., EU policy cycles, health awareness days).
- **Leverage grant partner consortium:** Where grant partners have better engagement or existing professional relationships with target stakeholders, coordinate engagement through the grant partner in the first instance.

5. Implementation of Stakeholder Engagement Strategy

The Stakeholder Engagement Strategy will be implemented from the beginning of the project and used through all WPs. The Strategy is not static, it will evolve and be further refined through information and feedback collected, which in turn will inform the MSD, PIM and create more advanced and realistic personas to tailor MEDVIEW's messages and engagement work.

5.1 Stakeholder Engagement Strategy and synergies with WP5

WP5 and the Stakeholder Engagement Strategy and other work in WP2 sit hand in hand and are synergistic in nature. The work in WP5 is continuous and is informed by the strategy and conversely the strategy is informed via the information WP5 collects on communication and dissemination activities.

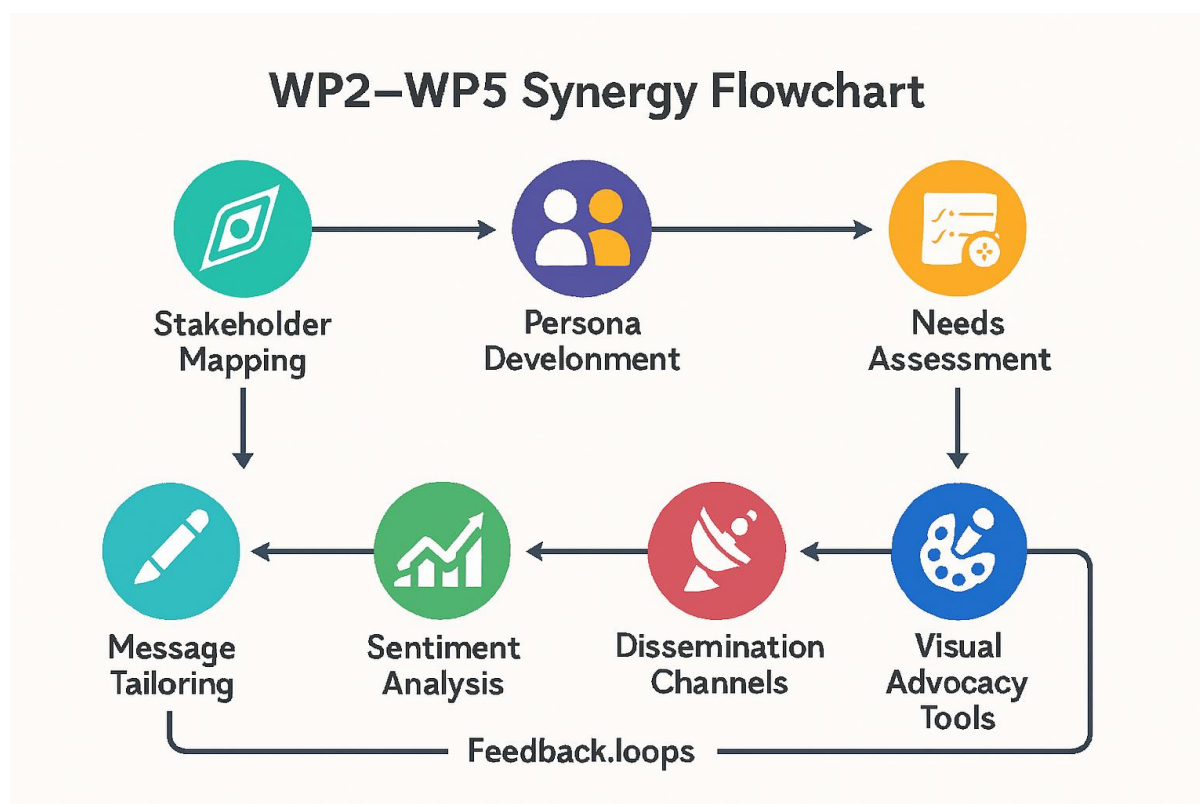


Figure 12: W2 – WP5 Synergy Flowchart

The interplay between the WPs is outlined below.

1. Audience Intelligence → Tailored Messaging

- WP2 gathers granular insights into stakeholder needs, priorities, and barriers across sectors (e.g., citizens, SMEs, policymakers).
- WP5 uses these insights to craft tailored messages, ensuring communication is relevant, inclusive, and emotionally resonant.

2. Persona Validation → Visual Engagement

- WP2 develops and validates stakeholder personas and typologies.
- WP5 translates these into visual formats—avatars, infographics, policy decks—to humanize communication and advocacy.

3. Sentiment & Social Listening → Feedback Loop
 - WP2 provides baseline perceptions and thematic priorities.
 - WP5 uses the Sentiment Analysis Tool to monitor evolving public and stakeholder sentiment, feeding real-time feedback back into WP2's evidence mapping and persona development.
 - This creates a dynamic loop: WP2 informs WP5's strategy, and WP5's analytics refine WP2's understanding.
4. Stakeholder Mapping → Dissemination Channels
 - WP2 identifies key actors and networks across the Quintuple Helix.
 - WP5 activates these networks through targeted dissemination—newsletters, social media, events, and publications.
5. Evidence-Based Insights → Policy Advocacy
 - WP2 generates data on stakeholder needs and systemic gaps.
 - WP5 uses this evidence to shape policy briefs, roundtables, and strategic advocacy materials.

5.2 Stakeholder Engagement Roadmap (SER)

Besides the ongoing synergistic development and implementation of the engagement strategy in a continuous manner with WP5, there are specific opportunities for engagement that are already identified in the project.

These opportunities form Stakeholder Engagement Roadmap (SER) of the project. This Roadmap will be regularly updated as details of activities, events, workshops, etc. when they become fixed. This allows the consortium of partners to plan engagement and work in collaboration with WP leads to ensure messaging is appropriate, timely, targeted and will steer targets to active engagement.

Table 5: Stakeholder Engagement Roadmap (SER)

Project implementation Period	Month, Year	Engagement Opportunity	Responsible WP
Month 5	September 2025	Value Workshop 1	WP2
Month 6	October 2025	Value Workshops 2–3	WP2
Month 7	November 2025	Value Workshop 4	WP2, WP1
Month 7	November 2025	MEDViEW Consortium Meeting	WP2, WP1
Month 4–8	Aug–Dec 2025	Stakeholder Surveys	WP2
Month 10	January 2026	Partnership Framework	WP2
Month 13	April 2026	MEDViEW Consortium Meeting	WP1
Month 13–19	Apr–Oct 2026	Capacity Building Sessions	WP3

Project implementation Period	Month, Year	Engagement Opportunity	Responsible WP
Month 19	October 2026	MEDViEW Consortium Meeting	WP1
Month 19	October 2026	MEDViEW Digital Space Pilot	WP5
Month 21	December 2026	Report from Capacity Building Education Sessions	WP3
Month 22	January 2027	Valorisation Implementation Guide	WP4
Month 24	May 2027	MEDViEW Digital Space launched	WP5
Month 24	May 2027	MEDViEW Consortium Meeting	WP1

6. Key Performance Indicators (KPIs)

The Stakeholder Engagement Strategy is the foundation for all WPs and is the core of PO1 (Project Objective 1) which is to establish the **MEDVIEW Community**, a pan-European Interdisciplinary Community in well-being. It will be a strong community of researchers, well-being industry stakeholders, policymakers, and citizens among various disciplines with the capacity to design, implement and deliver co-creation and knowledge valorisation strategies tailored to well-being challenges.

This community will need to be built through the Stakeholder Engagement Strategy and the Dissemination Plan. Community building forms the first Key Exploitable Result (KER 1) of the project which is to have over 3000 engaged stakeholders by month 24 of the project. Therefore, the KPI's for the Stakeholder Engagement Strategy should be those identified for PO1 and set as KPI1.1 -KPI1.7 as detailed in Table 6.

Performance against the KPIs will be measured at the completion of the project, but engagement and the size of the MEDViEW community will be monitored every three months to assess the progress and effectiveness of the strategy and the impact evolving personas and messaging has made on engagement efforts.

Table 6: KPIs for Stakeholder Engagement Strategy

KPI #	KPI Name & Description	KPI Value
KPI 1.1	Citizens engaged	1000
KPI 1.2	Health institutions and relevant healthcare establishments engaged	30
KPI 1.3	Academic and research establishments engaged	10
KPI 1.4	Number of researchers engaged	1000
KPI 1.5	Number of private sector companies [esp. SMEs] engaged	30
KPI 1.6	Number of physicians & well-being practitioners engaged	1000
KPI 1.7	Number of policy makers engaged	10
Relation to the work program	<i>“Value creation and transfer to the economy and society by increased interlinkages and cooperation between knowledge valorisation actors (academia/research; industry/SMEs; public administration/policymakers and society/citizens)”</i>	
Key Exploitable Result 1 [KER1]	The MEDVIEW COMMUNITY -MEDCOMM. Analysis, Mapping & Taxonomy of all targeted stakeholders and initialization of the MEDVIEW community with more than 3000 engaged actors	

7. Conclusion

The Stakeholder Engagement Strategy has provided key resources to commence the creation of MEDViEW community. These are:

- The **MEDViEW Stakeholder Database (MSD)** which can be used to target initial messaging. The MSD will grow and develop as the project progresses.
- The **Power-Influence Matrix (PIM)** highlights which stakeholder groups need focused communication efforts to achieve active participation.
- **Simplified personas** allow messages to be tailored for increased probability of success in engagement efforts.
- **The Engagement Strategy Framework (ESF)** provides clarity on how to approach the respective stakeholder groups.
- The **Stakeholder Engagement Roadmap (SER)** gives a timeline for opportunities to engage stakeholders. This will be updated and populated as the project moves forward.

All Consortium partners will work collaboratively to maximize the utilization and effectiveness of the Stakeholder Engagement Strategy.

This will be achieved through regular exchanges with all partners at monthly project meetings, reviewing numbers of targeted stakeholders engaged, identifying opportunities for engagement and sharing new contacts to target communication.

Through updating information, receiving feedback from partners and stakeholders the Stakeholder Engagement Strategy and its core elements (the SER, PIM, MSD, and personas) can be refined to increase its effectiveness. Ultimately its effectiveness will be measured by the numbers of stakeholders engaged in MEDVIEW.

By utilizing the power of collaborative working and applying the key principles of engagement, the strategy is considered successfully implemented. The Stakeholder Engagement Strategy provides the needed information, framework, guidance and plans to allow the MEDVIEW project to move forward with confidence in its critical engagement efforts.

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