LEADER

LEARNING-DRIVEN AND EVOLVED RADIO FOR 6G COMMUNICATION SYSTEMS

D8.1 - Plan for Dissemination, Communication and Exploitation Activities

28/06/2025

Funded by the European Union

6GSNS

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Abstract	D8.1 presents the Dissemination, Communication, and Exploitation Plan for 6G-LEADER, setting the strategy to maximize visibility, foster stakeholder engagement, and promote the uptake of project results. It follows a phased approach aligned with project milestones and emphasizes collaboration with other projects and EU initiatives to amplify impact and support the long-term sustainability of outcomes.
Keywords	Dissemination, Communication, Exploitation

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TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

TABLE OF ABBREVIATIONS AND ACRONYMS

6G-LEADER	LEArning-Driven and Evolved Radio for 6G Communication Systems
6G-PATH	6G Pilots and Trials Through Europe (reference project)
6G-SNS	6G Smart Networks and Services
6G-IA	6G Industry Association
3GPP	3rd Generation Partnership Project
AI	Artificial Intelligence
B2B	Business-to-Business
D&C	Dissemination and Communication
D8.1	Deliverable 8.1 (Plan for Dissemination and Exploitation Activities)
DG CONNECT	Directorate-General for Communications Networks, Content and Technology
EC	European Commission
ETSI	European Telecommunications Standards Institute
EU	European Union
HE	Horizon Europe
ICT	Information and Communication Technologies
IEEE	Institute of Electrical and Electronics Engineers
IoT	Internet of Things
ITU-R	International Telecommunication Union - Radiocommunication Sector
KERs	Key Exploitable Results
KPI	Key Performance Indicator
KVI	Key Value Indicator
Mxx	Project Month (e.g., M03 = Month 3)
OEM	Original Equipment Manufacturer
OCP	Open Compute Project
Open RAN	Open Radio Access Network
PoC	Proof of Concept
Q&A	Questions and Answers
RAN	Radio Access Network
R&D	Research and Development
SNS JU	Smart Networks and Services Joint Undertaking
SME	Small and Medium-sized Enterprise
SRIA	Strategic Research and Innovation Agenda
STEM	Science, Technology, Engineering, and Mathematics
TG	Target group
WP	Work Package

EXECUTIVE SUMMARY

This deliverable outlines the initial strategies for dissemination, communication, and exploitation activities in the 6G-LEADER project. It provides a structured and actionable plan to guide the project's visibility, stakeholder engagement, and promotion of results throughout its lifecycle.

The dissemination and communication (D&C) plan includes a mix of traditional outreach channels, such as participation in scientific conferences and industry events, as well as digital tools, including the project website, newsletters, and social media platforms. These efforts aim to ensure that key messages reach a wide audience, including researchers, industry stakeholders, policymakers, and the general public.

In parallel, this document introduces the first version of the exploitation strategy, including early considerations on identifying exploitable assets, addressing potential use cases, and defining the paths towards future uptake by partners and external actors. This initial framework will support the development of a more detailed roadmap as the project progresses.

The deliverable also defines the target audiences, sets out key messages tailored to their interests, and provides a set of measurable indicators (KPIs) to monitor the performance and effectiveness of D&C activities. All actions are designed to align with the project's objectives and the requirements of the Smart Networks and Services Joint Undertaking (SNS JU).

This first version of the plan serves as a foundation for all partners and will evolve over time, integrating feedback, outcomes, and new opportunities identified during the project implementation.

1 Introduction

To better understand the scope and objectives of this document, it is useful to clarify the meaning of the three core terms at its centre: communication, dissemination, and exploitation, as defined within the context of Horizon Europe projects and applied in the 6G-LEADER initiative.

Communication refers to the strategic sharing of information to increase public awareness and interest in the project. It includes a wide range of activities designed to engage external audiences, from social media and press releases to participation in public-facing events. In the context of 6G-LEADER, communication efforts aim to highlight the project's relevance, raise awareness of its goals and progress, and foster dialogue with various stakeholder groups, including the wider public, industry, academia, and policy circles.

Dissemination focuses on the structured and targeted distribution of project results. This includes academic publications, conference presentations, technical webinars, and open-access content shared through the project website and other channels. The aim is to ensure that the knowledge generated through the project is accessible and reusable by those who can further develop, apply, or build upon it, particularly within the scientific and technical communities.

Exploitation refers to the process of identifying and leveraging the project's results for future use. This may involve commercial applications, integration into industrial practices, contributions to standardisation processes, or use in future research and innovation activities. In 6G-LEADER, exploitation planning supports the path towards uptake of the project's outcomes by both partners and external stakeholders beyond the project's duration.

Together, these three pillars are essential for ensuring that the work carried out in 6G-LEADER achieves lasting impact. Without effective dissemination and communication, the project risks being overlooked, and without exploitation, valuable knowledge may not translate into real-world applications or contribute to the future 6G ecosystem.

Note: This document is intended for all partners and contributors involved in the 6G-LEADER project. Its purpose is to outline a coordinated and actionable plan that supports the goals of Work Package (WP) 8 and contributes more broadly to the project's visibility, influence, and sustainability. The sections that follow present the initial framework, describing the project's key audiences, messages, tools, and performance indicators, along with the channels and materials that will be used throughout the project. While some sections focus on high-level strategy, others offer concrete guidance and direction for implementation by all partners. This plan will serve as a working document, to be updated as the project evolves and new opportunities emerge.

1.1 Project introduction

The development of 6G networks is expected to shape the future of digital infrastructure by supporting a wide range of advanced applications, from immersive communication and autonomous mobility to intelligent manufacturing and critical services. As the demands on wireless networks continue to grow, the transition toward 6G introduces a new set of challenges related to scalability, energy efficiency, adaptability, and the integration of artificial intelligence (AI) at the core of network operations.

In this context, the 6G-LEADER project aims to contribute to the early design and validation of AI-native, energy-efficient 6G architectures, while ensuring compatibility with ongoing standardisation efforts. The project focuses on key enabling technologies, including intelligent radio access networks (RAN), edge-cloud continuum integration, and network automation. These elements will be explored and validated through a set of technical trials and proof-of-concept use cases in realistic environments.

The 6G-LEADER consortium brings together a group of academic institutions, industrial players, SMEs, and technology experts with experience in network design, AI, software-defined networking, and sustainability. The partnership is structured to ensure strong collaboration across research, innovation, and early adoption, while actively contributing to discussions within relevant standardisation bodies such as 3GPP, O-RAN, and ETSI.

Aligned with the objectives of the Smart Networks and Services Joint Undertaking (SNS JU), the project supports European leadership in future communication networks and contributes to the broader goals of the digital and green transitions. In addition to its technical focus, 6G-LEADER integrates a structured plan for dissemination, stakeholder engagement, and exploitation to ensure that results are communicated effectively and support future research, policy development, and industrial application.

2 Dissemination and communication

Dissemination and communication activities are essential to ensuring the visibility, accessibility, and long-term impact of the 6G-LEADER project. These activities are designed to raise awareness of the project's goals, foster stakeholder engagement, share research and innovation outcomes, and support the uptake of results by relevant communities. While dissemination focuses on the targeted sharing of project outputs with key stakeholders, communication ensures a broader outreach and continuous dialogue with the wider public. Together, these two streams contribute to building trust, supporting policy alignment, and positioning 6G-LEADER within the European and global 6G innovation landscape. All efforts are aligned with Horizon Europe guidelines and will evolve throughout the project to reflect new developments and opportunities.

2.1 Dissemination plan

Establishing a clear and comprehensive dissemination plan is a fundamental step for ensuring the success and long-term impact of the 6G-LEADER project. This plan provides the structure, tools, and guiding principles for making the project's results visible, accessible, and relevant to a diverse range of stakeholders. It is built on the understanding that dissemination is not a standalone effort, but rather a continuous process that supports awareness, knowledge sharing, and engagement throughout the duration of the project.

Dissemination activities in 6G-LEADER are closely connected to communication actions. While dissemination focuses more explicitly on sharing project results with target audiences such as researchers, standardisation bodies, and industry actors, both streams of activity are interlinked and often make use of the same tools and content. To maximise efficiency and impact, many activities will be planned and executed in parallel, allowing for reuse of visual and written materials, aligned messaging, and a coherent project voice across platforms and audiences.

The dissemination plan has been designed to reflect the strategic goals of the project and the broader objectives of the Smart Networks and Services Joint Undertaking (SNS JU). It aligns with the project's ambition to advance AI-native, sustainable 6G networks by promoting its results through accessible, high-quality content and active engagement in the relevant scientific and industrial communities.

The following objectives guide all dissemination activities carried out under 6G-LEADER:

- To increase visibility and uptake of research outputs among the scientific community, particularly researchers working on 6G, AI for networks, and sustainable connectivity, by sharing open-access publications, technical deliverables, and presenting findings at high-impact conferences.
- To actively contribute to the 6G standardisation landscape, by communicating relevant technical insights and results to standardisation bodies such as 3GPP, ETSI, O-RAN Alliance, and ITU-R, and supporting the submission of formal technical contributions.
- To support cross-sector collaboration with industry stakeholders, including telecom operators, infrastructure providers, and manufacturers, by demonstrating how the project's innovations align with market trends, technological roadmaps, and commercial feasibility.
- To foster engagement with startups and SMEs, especially those operating in AI, IoT, and edge/cloud computing sectors, by showcasing 6G-LEADER's technological assets, proof-of-concept use cases, and opportunities for early adoption or integration.
- To share knowledge with academic institutions and research initiatives, creating opportunities for new collaborations, research extensions, and practical applications of developed tools and concepts.

- To enable the reuse of results in further research, development, and innovation, ensuring the project's legacy continues beyond its completion.
- To create a recognisable 6G-LEADER identity and establish its presence within key European and international networks focused on next-generation communication systems.
- To coordinate dissemination efforts with other EU-funded projects and SNS JU cluster initiatives, enabling knowledge exchange, mutual amplification of results, and strategic positioning within the broader European 6G ecosystem.
- To maintain transparency and ensure accessibility of results, by sharing materials on the project website, in public deliverables, and through well-structured dissemination reports.

All dissemination efforts will be monitored and continuously evaluated using qualitative and quantitative key performance indicators (outlined in section 3.1.3), with adjustments made as needed based on stakeholder feedback and project milestones. The following subsections will outline the key target groups, messages, tools, and event-based activities that will support this plan.

2.1.1 Target groups (TGs)

The successful dissemination of 6G-LEADER's results relies on engaging with a diverse set of target audiences, each with specific needs, expectations, and potential roles in promoting or adopting the project outcomes. The dissemination strategy has been designed to reflect these distinctions and to ensure that project communications are both relevant and effective across the stakeholder spectrum.

Five primary TGs have been identified, based on their connection to the topics and challenges addressed by 6G-LEADER:

TG1. Industry stakeholders

This group includes telecom operators, infrastructure providers, and equipment manufacturers, ranging from large enterprises to specialised SMEs. Examples include companies such as Nokia, Ericsson, and Vodafone. These stakeholders play a critical role in the deployment and adoption of next-generation wireless networks.

Dissemination focus:
Demonstrating the practical applications of the project results, fostering partnerships for experimentation and PoC trials and addressing scalability and interoperability challenges.

Preferred channels:
Industry trade shows, white papers, demo videos, networking events, direct B2B communication.

TG2. Scientific community

This audience comprises researchers, academics, and technical experts involved in 6G, AI/ML, spectrum efficiency, and PHY/RAN design. These are typically university research groups, technical consortiums, or professional associations.

Dissemination focus:
Sharing technical findings through peer-reviewed journals and conferences, encouraging collaborative research, contributing to scientific dialogue on AI-native and sustainable network architectures.

Preferred channels:
Academic journals, workshops, webinars, specialised research platforms such as IEEE Xplore and ResearchGate.

TG3. EU and national policymakers

This group includes EU bodies (e.g. DG CONNECT), national regulatory authorities, and agencies involved in shaping digital, innovation, and spectrum policies.

Dissemination focus:
Providing insights to inform policy frameworks. advocating for supportive regulation and contributing to policy dialogues surrounding 6G deployment.

Preferred channels:
Policy briefs, stakeholder roundtables, public consultations, engagement in national and EU-level forums.

TG4. Standardisation bodies

Standardisation organisations such as 3GPP, ETSI, IEEE, and the O-RAN Alliance are key audiences for pre-standardisation contributions from 6G-LEADER.

Dissemination focus:
Sharing technical insights and contributions aligned with the project's goals and objectives, ensuring compatibility and interoperability of 6G-LEADER technologies with ongoing standards development.

Preferred channels:
Formal working group participation, technical contributions, standard drafting committees and liaison with relevant standardisation platforms.

TG5. General public and media

This broad group includes tech-savvy citizens, educators, science journalists, and public interest communities interested in how 6G will shape future digital life.

Dissemination focus:
Raising public awareness of the benefits and implications of 6G, addressing social, ethical and environmental concerns, promoting educational outreach in STEM.

Preferred channels:
Press releases, social media, public exhibitions, interactive content, educational videos.

Each audience will be approached through tailored messaging and appropriate communication formats to ensure relevance, clarity, and engagement. The project will remain adaptive to evolving stakeholder interests and new dissemination opportunities as they emerge. A detailed overview of the target groups, where to reach them, and suggested communication topics is provided in Table 1: 6G-LEADER target groups.

Table 1: 6G-LEADER target groups.

Target group	Who?	Where to reach them?	Topics?
Industry stakeholders	Telecom Operators, Infrastructure Providers, Equipment Manufacturers	Industry events, roundtables, LinkedIn, SNS JU forums, direct outreach	Current challenges we aim to tackle, 6G technologies, ways to collaborate in future networks
Scientific community	Researchers and Academics	Academic conferences, journals, webinars, university partnerships	Demonstrating 6G-LEADER innovations, 5 PoCs, technical papers and open research opportunities
EU and national policy makers	Policy Makers, EU initiatives, technology enablers	SNS JU Working Groups, Horizon Europe events, EU policy workshops, briefings	Policy impact of 6G, support for green transition, digital inclusion, regulation of AI in telecom
Standardisation Bodies	6G-IA, 3GPP, IEEE, ITU-R, CEPT ECC, O-RAN	Technical working groups, joint workshops, standardisation events	Contribution to future 6G standards, Open RAN evolution, semantic networking, AI/ML in network architecture
General public and media	Broader society interested in 6G services and digital innovation	Project website, social media, science festivals, community events	Enhanced connectivity, real-life impact of 6G, new services and applications, co-creation and innovation

2.1.2 Key messages

The core message of the 6G-LEADER project is:

> *Shaping the future of sustainable, AI-native 6G networks through collaborative research, early standardisation, and real-world experimentation.*

This message reflects the project's overarching goal to contribute to Europe's leadership in the development of 6G technologies by focusing on three foundational pillars: sustainability, AI integration, and standardisation-readiness. These elements are present in every dissemination and communication activity, and the message will be adapted across target audiences to reflect their specific needs and expectations.

Impact-oriented communication objectives

The project's key message is not only a tagline, it defines the direction of all communication efforts aimed at:

- Raising awareness of 6G-LEADER's vision and innovations among key stakeholders in industry, academia, policy, and the public.
- Demonstrating the practical and societal value of project outcomes—especially in how they contribute to energy-efficient, scalable, and intelligent wireless infrastructure.
- Reinforcing Europe's role in the global 6G race by actively contributing to early-stage standardisation and sharing open-access results.
- Ensuring that project outputs are reused, built upon, or integrated into future R&I, policy discussions, and commercial solutions.

How we plan to achieve impact

To deliver this message effectively and achieve meaningful impact, the project employs a multi-faceted approach – *Tailored Messaging for Each Audience*.

Messages will be adapted in tone, format, and technical depth for each target group (from industry stakeholders and scientific communities to policymakers and the general public). For instance:

- Scientific audiences will be engaged through peer-reviewed research and technical webinars.
- Industry partners will receive use-case summaries, whitepapers, and PoC demonstrations.
- Policymakers will be addressed through briefing notes, stakeholder forums, and regulatory engagement.

Multi-channel dissemination strategy

The project will use a mix of traditional and digital channels to extend its reach, including:

- Academic journals, conferences, and workshops for scientific dissemination.
- Social media, newsletters, videos, and interactive formats for general outreach.
- Direct engagement in standardisation committees and EU working groups for technical alignment.

Visual consistency and branding

The project's visual identity and branding will be consistent across all materials to enhance recognition and professional credibility. This includes logos, templates, graphics, and printed material that reinforce the 6G-LEADER message and values.

Strategic use of events and demonstrations

Participation in high-profile industry and research events (e.g. MWC, EuCNC, IEEE conferences) will allow the project to showcase its advancements and foster collaboration. Demonstrations and PoC results will be central to communicating tangible progress and validating research outcomes.

Continuous monitoring and refinement

KPIs related to visibility, engagement, and dissemination effectiveness will be continuously monitored (see Section 3.1.3). Based on performance data and stakeholder feedback, messaging and methods will be refined to maximise impact.

Synergies and amplification

By aligning with related EU projects, SNS JU initiatives, and standardisation bodies, the project ensures message amplification, ecosystem alignment, and knowledge exchange. This collaborative visibility strengthens the project's presence and supports European strategic interests in 6G development.

Key messages per target group:

TG1: Industry stakeholders - Telecom Operators, Infrastructure Providers, Equipment Manufacturers

> *6G-LEADER delivers AI-native, energy-aware network technologies designed to accelerate the transition to scalable, interoperable 6G infrastructures – ready for deployment and experimentation.*

This message emphasizes PoC-readiness, commercial relevance, and interoperability, key concerns for businesses evaluating the project's value and investment potential.

TG2: Scientific community - Researchers and Academics

> *6G-LEADER drives forward the research frontier in sustainable and AI-powered 6G networks, offering open results, datasets, and collaborative opportunities across PHY, RAN, and intelligent orchestration layers.*

This message appeals to researchers by focusing on technical depth, open science, and collaboration in advancing knowledge.

TG3: EU and national policy makers - Regulators, Public Authorities, EC Directorates

> *6G-LEADER contributes concrete insights and technical evidence to inform policy and regulation on future connectivity, spectrum use, and AI-driven network intelligence, aligned with Europe's digital and green ambitions.*

This version highlights policy relevance, evidence-based input, and alignment with European strategic goals like the Green Deal and Digital Decade.

TG4: Standardisation bodies - 3GPP, ETSI, ITU-R, O-RAN Alliance

> *6G-LEADER brings early technical contributions to ongoing standardisation processes, ensuring alignment with global interoperability goals and the practical integration of AI-native 6G components.*

This message supports engagement in working groups and underscores the project's role in shaping future international standards.

TG5: General public and media - Tech Enthusiasts, Journalists, Wider Society

> *6G-LEADER is building the building blocks of tomorrow's connectivity – smart, sustainable, and secure networks that will power next-generation services and improve everyday life across Europe.*

A simplified, benefit-driven message that emphasizes societal impact, sustainability, and technology relevance in everyday terms.

2.1.3 Key Performance Indicators (KPIs)

To ensure the success of its communication, dissemination, and exploitation strategy, 6G-LEADER has defined a set of KPIs are presented in
Table 2 and Table 3) that will be tracked and reviewed regularly throughout the project. These KPIs are not only quantitative measures of outreach but also qualitative indicators of how well the project is engaging its ecosystem, sharing knowledge, and positioning itself within the broader 6G landscape.

Table 2: Dissemination KPIs

Dissemination	KPI	M36	Yearly
(c) Co-Organised Events / Workshops	No of participants total	200	~40 per event
6G-LEADER webinars	No webinars	4	1
	Avg no. participants	40	10
6G-LEADER demo Workshops	No demo workshops	2	1
	Avg no. participants	50	25
Stakeholder engagement	No of participants in participatory activities (demo workshops)	>75	>25
Academic publications	No of open-access publications	>20	>7
Standardisation contributions	No of contributions to standards	>15	>5
Industry collaborations	No of collaborative industry projects/ activities	>4	1
Projects & networks collaborations	No of collaborative activities (eg. events/ workshops participation)	>8	3

Table 3: Communication KPIs

Communciation	KPI	M36	Yearly
Website	No of unique visitors	4,500	1,500
Social media	No of Twitter followers	400	133
		200	66

Videos	No of LinkedIn group members	300	100
Press release	No of views per video	4	1
Webinar	No of press releases issued	60	20
Project e-book	No of participants per webinar	200	66
Policy makers reached	No of downloads	10	3

Each KPI serves a specific purpose in demonstrating value creation, visibility, community engagement, and potential impact beyond the project duration. Below is a detailed breakdown of the KPIs and how they contribute to the project's objectives.

Academic publications

What: number of peer-reviewed publications in high-quality journals and conference proceedings, prioritising Open Access outlets.

Purpose: to share research findings with the academic and scientific community, increase credibility, and stimulate further research based on 6G-LEADER's results. Publications help position the project as a recognised contributor to next-generation wireless network innovation.

Target journals include: IEEE Transactions on Wireless Communications, IEEE Access, Nature Electronics, EURASIP Journal on Wireless Communications and Networking, Ad Hoc Networks, and others.

Standardisation contributions

What: submissions to standardisation bodies such as 3GPP, O-RAN Alliance, ETSI, and ITU-R in the form of technical documents, proposals, or participation in working groups.

Purpose: to actively contribute to shaping future 6G standards and ensure that the technologies developed in the project align with global interoperability and policy goals.

Industry collaborations

(Online)

What: number of collaborative touchpoints with industry stakeholders via online channels (e.g., webinars, working groups, virtual meetings).

Purpose: to promote exchange with telecom operators, vendors, SMEs, and startups, ensuring the solutions are practical, relevant, and ready for real-world application.

(In Person)

What: participation in physical events such as trade shows, testbeds, and networking forums.

Purpose: to foster face-to-face connections with stakeholders, build trust, promote demonstration activities, and encourage market adoption of 6G-LEADER technologies.

(Co-)Organised events and workshops

What: number of workshops and events initiated or co-organised with the projects in the same call / topic / niche.

Purpose: to support knowledge sharing, create networking opportunities, and increase the project's visibility in the research and industry communities.

(Awareness) **Webinars**

What: number of broader outreach webinars aimed at informing a general or mixed audience about the project's scope, goals, and societal impact.

Purpose: to increase general understanding of 6G technologies, build public and stakeholder awareness, and encourage participation from adjacent sectors and initiatives interested in sustainable and AI-driven network innovations.

6G-LEADER Webinars

What: number of expert-level webinars hosted by the project, focusing on technical progress, research findings, and PoC insights.

Purpose: to engage researchers, engineers, and domain experts with in-depth discussions and early results. These sessions promote collaboration, invite technical feedback, and help position 6G-LEADER within the broader 6G research ecosystem.

6G-LEADER Demo workshops

What: dedicated sessions demonstrating project results and proof-of-concept activities, hosted at major events or online.

Purpose: to provide tangible insights into the project's progress and stimulate uptake through live demonstrations and real-world relevance.

Stakeholder engagement

What: number and diversity of stakeholders reached or involved throughout the project.

Purpose: to ensure that a broad range of perspectives informs the project's direction and that partnerships are built for further collaboration, exploitation, and knowledge exchange.

Projects and network collaborations

What: number of synergies and joint activities with other EU-funded projects and relevant initiatives.

Purpose: to increase cross-project learning, combine dissemination efforts, and contribute to a cohesive European 6G roadmap.

Website engagement

What: number of unique visitors, page views, and time spent on the official project website.

Purpose: to measure how effectively the website functions as a central information hub and to improve content strategy based on user engagement trends.

Social media engagement

What: follower growth, content reach, and interactions (likes, shares, comments) on platforms such as LinkedIn and X (formerly Twitter).

Purpose: to maintain continuous visibility, support community building, and amplify announcements and project outcomes.

Videos (explainers, interviews, PoC highlights)

What: number and reach of visual content pieces published.

Purpose: to make complex technical content more accessible and engaging for diverse audiences, including those outside the direct research community.

Press releases

What: official announcements distributed at key project milestones.

Purpose: to increase the project's credibility and presence in relevant media outlets, and to inform stakeholders, partners, and the general public of significant achievements.

Project eBook

What: a comprehensive, accessible digital publication summarising project results and insights.

Purpose: to create a long-lasting, shareable output that stakeholders can use to understand, reference, or build on the project's outcomes.

Policy makers reached

What: number of policymakers engaged through briefings, consultations, and targeted dissemination.

Purpose: to ensure that 6G-LEADER contributes meaningfully to the EU's strategic discussions and long-term regulatory outlook for 6G technologies.

2.1.4 Communication channels and tools

6G-LEADER will use a diverse set of communication tools and channels to ensure that its messages are effectively delivered to key stakeholder groups. Each channel is selected based on the communication habits, expectations, and information needs of the project's audiences. The goal is to ensure broad visibility, targeted engagement, and efficient dissemination of results across research, industry, policy, and civil society.

The tools and channels include:

- **Project Website**

  The main online platform and single point of access for public-facing content. It provides structured access to deliverables, news, publications, and key updates. The website serves a dual role as a knowledge hub and a permanent repository, making it suitable for researchers, policymakers, and the general public. Analytics (e.g., unique visitors, page views, downloads) will be used to measure interest and adjust content accordingly.

- **Social Media (LinkedIn, YouTube)**

  LinkedIn is the primary platform for professional updates, connecting with stakeholders, and amplifying project visibility within technical and innovation communities. YouTube will host engaging video content (such as explainers, interviews, and demo highlights) providing more accessible, visual forms of communication for wider reach. Social media metrics will help evaluate which formats generate the most interest and interaction.

- **Newsletter**

  Published biannually and distributed via the website and LinkedIn, the newsletter summarises milestones, events, partner contributions, and key progress updates. It offers

a digestible format for stakeholders who want to stay informed without frequent engagement, and supports relationship-building over time.

- **Press releases and blogs**

  These tools are designed to share key developments with a wider audience, including media, policymakers, and non-technical readers. Press releases will be used at major milestones (e.g. project launch, major results, final event) to gain coverage, while blogs will provide informal yet informative insights into ongoing activities, challenges, and success stories.

- **Printed and digital promotional materials**

  Brochures, banners, flyers, and posters will be used at conferences, partner-hosted events, and stakeholder meetings to provide tangible, easily shareable information. These materials are especially important for increasing brand visibility at physical events and for partners who engage with local ecosystems. Digital versions allow for adaptation and cost-effective dissemination.

- **Webinars and workshops**

  These will be used to share knowledge, present results, and engage with both technical and non-technical audiences. Internal workshops will support coordination and alignment across the consortium, while external webinars provide a platform to interact with interested stakeholders, test ideas, and present demos. These are highly valuable two-way communication tools that allow for interaction, Q&A, and live feedback.

- **Academic and industry publications**

  Peer-reviewed papers, technical briefs, and whitepapers will be published to share validated results with the scientific and standardisation communities. These materials enhance project credibility and support alignment with research and industry priorities, especially among stakeholders interested in long-term technical adoption or standardisation.

Strategic use and cross-channel consistency

Each channel will be used with careful consideration of:

1. Message complexity and tone (e.g., simplified for public posts, technical for research papers)
2. Timing and relevance (aligned with project milestones, events, or emerging policy moments)
3. Target audience preferences (e.g., scientific community on publication platforms, policymakers via briefs, general public via video)

A cross-channel strategy ensures consistency in visual identity, terminology, and narrative structure. This enables messaging to be reinforced across touchpoint, enhancing memorability and increasing chances of uptake. Materials will be interconnected where possible (e.g., newsletters linking to publications, blog posts embedded on the website, social media promoting videos), supporting a coherent and multi-layered communication experience.

2.1.5 Events

Participation in events, whether organised internally or hosted by third parties, is a cornerstone of the 6G-LEADER dissemination and communication strategy. Events offer a unique opportunity to present project progress, build trust through real-world demonstrations, receive direct feedback, and engage with stakeholders from research, industry, policymaking, and innovation communities.

Why do events matter?

Events serve as direct touchpoints with key audiences. They allow the consortium to:

- Showcase proof-of-concept demonstrations in real or simulated environments.
- Build relationships with telecom operators, SMEs, standardisation experts, and policymakers.
- Engage startups and innovators through dedicated networking activities.
- Promote open and disaggregated RAN concepts aligned with European technological sovereignty.
- Encourage knowledge exchange and raise the profile of 6G-LEADER within the global 6G community.

Moreover, physical and online events offer complementary value. While in-person events (e.g. MWC Barcelona, EuCNC) foster high-impact interaction and visibility, online conferences and webinars allow for broader participation, cost-effectiveness, and sustainability. The consortium will maintain a flexible and hybrid approach to event participation throughout the project lifecycle.

According to the 6G-LEADER GA (Part B), project outcomes must be actively disseminated through external presentations, innovation events, and technical conferences. Dissemination should extend beyond the academic environment to include stakeholders such as:

- Industry consortia (e.g. 5GMomentum)
- Innovation ecosystems (startups, SMEs)
- Standardisation and policy working groups

- Broader technical and non-technical communities

Workshops (both internal and public-facing) are a core element of this strategy, and partners are expected to actively contribute to or co-organise events throughout the project. These actions will be reported in periodic dissemination deliverables and logged via internal tracking tools.

To ensure broad visibility and engagement, 6G-LEADER will participate in a wide spectrum of event formats. These range from academic and technical conferences to industry trade shows, innovation forums, networking sessions, and stakeholder-driven workshops. Each type of event serves a specific role in the project's dissemination strategy, whether it is to share research outcomes, support standardisation efforts, demonstrate proof-of-concept activities, or build new partnerships across the ecosystem. A detailed classification of the targeted event types is provided in Table 4.

Table 4: Types of Events Targeted

Type of Events	Identified events
Technical Conferences and Journals	IEEE, ACM, Wiley, ETSI, and ITU-R technical gatherings
6G Research Conferences	EuCNC, IEEE ICC, IEEE Globecom, 6G Summit, 6G Wireless Summit
Telecom Industry Trade Shows	MWC Barcelona, OCP Global Summit
Innovation And Entrepreneurship Events	Websummit, TechChill, Slush, TNW, Vivatech
Networking Events	5GMomentum sessions, SNS JU cluster meetings
Internal/Organised Workshops	Community-building workshops, hands-on technical exchanges, PoC showcases

The project will host or co-organise several events tailored to:

- Technical deep-dives for AI/ML-native 6G components;
- Demos on xApps/dApps for RAN intelligence and orchestration;
- Cross-sector dialogues around sustainability, resilience, and open innovation;
- Conflict management in collaborative systems.

These workshops may be linked to larger events (e.g., side events at MWC or EuCNC) or held independently as 6G-LEADER flagship activities.

Given the diversity of the consortium, each partner brings distinct expertise and networks that align with different event formats and audiences. To ensure strategic representation and maximize impact, suggested events have been mapped to partners based on their roles, strengths, and target stakeholder groups. These recommendations serve as a starting point for planning project visibility across key platforms. An overview is provided in

Table 5.

Table 5: Suggested event participation by partner expertise.

Partner	Suggested Event(s)	Reason
F6S	Websummit, TechChill, TNW, SNS Working Groups	Innovation promotion, startup engagement, impact communication
UCY	IEEE ICC, Globecom, EuCNC	Academic dissemination of AI-native RAN results
AALTO	6G Summit, IEEE Access webinars	Contributions to 6G architectural design and simulations
NOKIA	MWC Barcelona, 3GPP meetings, OCP Summit	Industry showcasing, standardisation alignment
SRUK	ETSI, O-RAN Alliance meetings	Open RAN contributions and network disaggregation demonstrations
FDI	Innovation fairs, startup accelerators	Tech transfer and SME collaborations
ACC	Entrepreneurship events, PoC workshops	Business application of project technologies
SRS	Public webinars, stakeholder meetups	Outreach and ecosystem development
LIU	Research workshops, academic publications	Dissemination of sustainability-focused research
ATOS	Open-source forums, innovation-focused policy events	Alignment with open standards and tech ethics

UGR	IEEE/ACM conferences, training events	Dissemination of AI/ML frameworks in RAN
UPC	Demo workshops, 6G vision roundtables	Technical trials and real-time orchestration insights
DICAT	Connected Britain, FYUZ 2025, MWC Barcelona (tbc on stand space), IEEE PIMRC Symposium, European Wireless 2026.	Promotion/ dissemination of 6G/ AI RAN concepts to key target audiences

2.1.6 Roles and responsibilities

To ensure consistent, timely, and high-quality dissemination and communication, roles and responsibilities across the 6G-LEADER consortium are clearly defined. F6S, as the communication lead, coordinates the overall strategy and provides operational support, while all partners contribute to outreach activities using their networks, events, and content.

F6S – Communication lead

F6S leads the development and execution of the Dissemination and Communication strategy, ensuring alignment with Horizon Europe visibility rules and project goals. Responsibilities include:

- Coordinating D&C planning and implementation;
- Managing the project website, LinkedIn, newsletter, and visual identity;
- Creation and publication of promotional materials in support of project milestones;
- Tracking of performance indicators and collection of engagement analytics;
- Supporting partners with templates, branding, and content planning;
- Collecting and reporting of dissemination activities and outputs across the consortium.

Additionally, F6S ensures that messaging is aligned across all channels and that technical achievements, use cases, and success stories are communicated in a timely and consistent manner.

Consortium partners – amplification through institutional networks

All project partners contribute to the dissemination of 6G-LEADER by leveraging their institutional platforms, professional communities, and sector-specific networks. This decentralised dissemination model enables broader outreach, enhances trust, and supports the localisation of content where relevant.

Stakeholders targeted through partner networks include:

- Internal and external networks of partner institutions;
- Professional and academic communities;
- Industry representatives and sector-specific audiences.

The main objectives of this decentralised outreach include:

- Extending the reach of official 6G-LEADER communications;
- Targeting diverse audiences through trusted, context-specific channels;
- Increasing the project's visibility and recognisability at both local and European levels.

The following activities are expected to be undertaken by partners:

- Dissemination of official project content via institutional websites, social media, and mailing lists;
- Promotion of news and milestones through internal newsletters and press outlets;
- Engagement with national stakeholders and local media using adapted messaging;
- Support for outreach in local languages to ensure inclusive access to project information.

Pre-designed communication materials (e.g. social media visuals, presentation slides, one-pagers) are provided by F6S to ensure brand consistency and to simplify dissemination across the consortium.

Consortium participation guidelines

To maintain coherence across communication outputs, consortium-wide participation is encouraged and supported through clear operational guidance.

1. **Content sharing and coordination**

All partners are invited to share updates on proof-of-concepts, demos, technical achievements, and research outcomes with the F6S Communication Manager. Submitted content will be featured across the project's website, LinkedIn, and newsletter. Visual materials, such as photos and videos from events, labs, and test environments, are particularly encouraged to enhance the visual storytelling of the project.

2. **Social media**

When posting about 6G-LEADER on LinkedIn or other platforms, partners are asked to:

- Tag the official LinkedIn account: @6G-LEADER;

- Mention relevant consortium members where applicable;
- Use the following hashtags for alignment and tracking:

  #6GLEADER #6G #AI #OpenRAN #WirelessNetworks #FutureConnectivity #NetworkEvolution #SmartNetworks #HorizonEurope #SNSJU

- Notify F6S of any media appearances or external references to the project to support tracking and ensure timely amplification via official channels.

3. Events participation

Participation in external events such as conferences, webinars, and workshops is recognised as a key channel for increasing project visibility and stakeholder engagement. Partners are expected to:

- Inform F6S in advance when planning to attend, speak, or exhibit at conferences, webinars, workshops, or trade fairs;
- Coordinate with F6S to prepare branded materials, share event details, and align on messaging;
- Share post-event highlights, media mentions, and presentation outputs for inclusion in dissemination reporting and project channels.

These contributions are essential for ensuring a coherent external presence and maximising the project's outreach. A shared dissemination tracking dashboard is maintained by F6S to collect partner activities, visual assets, and event documentation in support of internal monitoring and reporting to the European Commission.

2.1.7 Feedback and monitoring

Feedback and monitoring are essential to ensuring that dissemination and communication activities in 6G-LEADER remain relevant, effective, and aligned with the project's goals throughout its duration. By combining qualitative feedback with performance analytics, the consortium will be able to adjust its outreach efforts, optimize channel use, and refine messaging to meet stakeholder needs.

Feedback mechanisms will include:

- Informal input from stakeholders during webinars, workshops, and events;
- Internal partner feedback collected during regular consortium meetings;
- Stakeholder surveys or polls, where appropriate, to assess clarity and usefulness of outputs;

- Media mentions, online engagement, and unsolicited public commentary.

Monitoring efforts will focus on:

- Tracking key performance indicators (KPIs) defined in section 2.1.3.;
- Using analytics tools (Google Analytics, LinkedIn Insights, YouTube Studio) to assess reach, interaction, and content performance;
- Observing engagement trends and adapting formats and messaging accordingly;
- Reviewing publication and event participation data against targets.

To support structured data collection, all dissemination and communication activities will be logged using an open-access reporting dashboard. This tool provides transparency, simplifies EU reporting, and enables real-time progress tracking. All partners are expected to contribute to the dashboard by:

- Recording dissemination actions, such as social media posts, external presentations, academic publications, and media mentions;
- Submitting short summaries or visual materials following participation in conferences, trade fairs, or webinars;
- Reporting metrics or engagement outcomes, such as audience size, feedback received, or notable connections established.

This collaborative and well-structured approach to feedback and monitoring supports not only quality assurance, but also ensures that all partners play an active role in improving the project's overall visibility, impact, and alignment with the expectations of stakeholders and the EC.

2.2 Graphic material

A consistent and recognisable visual identity is essential for maintaining a professional image and strengthening the visibility of the 6G-LEADER project across all dissemination and communication channels. The project's graphic materials have been developed to ensure coherence across digital and print outputs, while adhering to European Commission visibility and funding guidelines.

The visual system is built around a small but well-defined set of core assets: the 6G-LEADER logo, a carefully selected colour palette, recommended typography, standardised backgrounds, and a set of practical templates for various project documentation needs. These materials are shared with all partners and are intended to be used consistently across internal documents, public-facing presentations, events, and outreach materials.

2.2.1 Colours

The 6G-LEADER visual identity is anchored in a carefully selected colour palette that reflects the project's values of technological innovation, trust, and digital transformation. The colour scheme balances modern tones with strong contrast, making it suitable for both print and digital use.

Figure 1: 6G-LEADER colour palette

The primary colours used in 6G-LEADER materials are:

- Turquoise (#23bece / Pantone 2199 C)
- Midnight Black (#231f20 / Pantone 4280 C)
- Sky Blue (#1d76bb / Pantone 285 C)
- Deep Blue (#2d368f / Pantone 2736 C

Why Blue?

The primary blue used in the 6G-LEADER brand identity was chosen for its strong association with trust, innovation, and connectivity. In colour psychology, blue conveys a sense of reliability, intelligence, and clarity, all key attributes of the 6G-LEADER project. It also symbolises technology and communication, aligning with our focus on wireless networks, digital transformation, and AI-powered systems. As a calming and stable colour, blue creates a professional tone while reflecting our commitment to building sustainable, efficient, and future-proof 6G solutions across Europe and beyond.

Use of alternative colours, gradients, or visual effects is discouraged to preserve brand consistency. On dark backgrounds, text should be rendered in white, and monochromatic or greyscale versions are available for single-colour applications.

These colours are applied consistently across all branded content, including presentations, deliverables, the website, videos, social media, and promotional materials.

2.2.2 Visual identity

The visual identity of 6G-LEADER has been carefully developed to ensure recognisability, consistency, and alignment with the project's objectives and values. It reflects the project's character as a forward-looking, innovative, and collaborative initiative contributing to Europe's 6G vision.

The visual system is designed to be clean, modern, and adaptable to a wide range of formats and communication needs. It establishes a unified style across all outputs, including presentations, reports, online content, and printed materials.

Typography

The selected typeface for the project is Montserrat (Figure 2), chosen for its clarity, modern appearance, and high readability across both digital and print media. The consistent use of this typeface ensures a professional look while supporting accessibility standards.

Figure 2: 6G-LEADER typography

Logo usage

The 6G-LEADER logo (Figure 3) is available in full-colour and monochrome variants and is used based on the context and background. In all official communications, it is accompanied by the

required EU funding logo and project disclaimer, in line with European Commission visibility guidelines.

Figure 3: 6G-LEADER Logotype

To maintain a strong and unified brand, partners are advised not to modify, stretch, recolour, or otherwise alter the logo or other core design elements. All materials are created to meet contrast and readability standards, and brand integrity should be preserved across all formats.

Figure 4: 6G-LEADER version for printing materials

Core branding principles

The brand identity plays a central role in how the project presents itself and is perceived by external audiences. It contributes to the visibility and credibility of the project and supports consistent messaging across all communication channels. The identity is built around five core principles:

- Character – A clear and purposeful visual and verbal presentation;
- Clarity – A unified voice communicating shared goals and values;
- Recognition – Distinct design elements that ensure 6G-LEADER is easily identifiable;
- Consistency – Reinforcing trust and professionalism across all materials;

- Value Alignment – A visual identity that reflects the project's commitment to sustainability, innovation, and European leadership in 6G.

Without a clear and consistent identity, even highly relevant research risks going unnoticed. A strong and well-applied identity, on the other hand, increases the project's visibility and fosters a meaningful connection with its audiences.

Design concept

The 6G-LEADER visual identity was developed with the project's thematic focus in mind, capturing the essence of next-generation connectivity, intelligence, adaptability, and convergence. The logotype reflects interconnectedness and layered signal flow, symbolising the shift from today's communication technologies to a fully integrated, AI-native 6G ecosystem.

Consistent application of the visual identity across all channels and materials ensures that 6G-LEADER is recognised in every action, output, and communication related to the project. Over time, this recognition reinforces the project's credibility and enhances its visibility in an increasingly crowded and competitive landscape.

2.2.3 Templates

To support consistent communication and reinforce a coherent visual identity, 6G-LEADER has developed a comprehensive set of branded templates. These templates have been shared with all consortium partners and are intended for use in both internal and external project communications.

The available templates include:

- PowerPoint presentation template (Figure 5);
- Simple Word document template (Figure 6);
- Deliverable document template (Figure 7Figure 6);
- Deliverable review document (Figure 8);
- Meeting agenda template (Figure 9);
- Minutes of meeting template (Figure 10);
- Meeting background (Figure 11).

Each template integrates the 6G-LEADER visual identity, incorporating the official font (Montserrat), colour palette, logo placement, and EU funding visibility elements. Templates are designed to simplify formatting and ensure that all materials align with project and EU branding standards.

All partners are expected to use the official templates when preparing:

- Presentations;
- Reports and deliverables;
- Internal documentation;
- Email attachments for official communication.

Consistent use of these templates strengthens the project's recognisability, builds stakeholder trust, and enhances the professional presentation of project outputs. In doing so, it contributes directly to the credibility and visibility of 6G-LEADER within the broader 6G ecosystem.

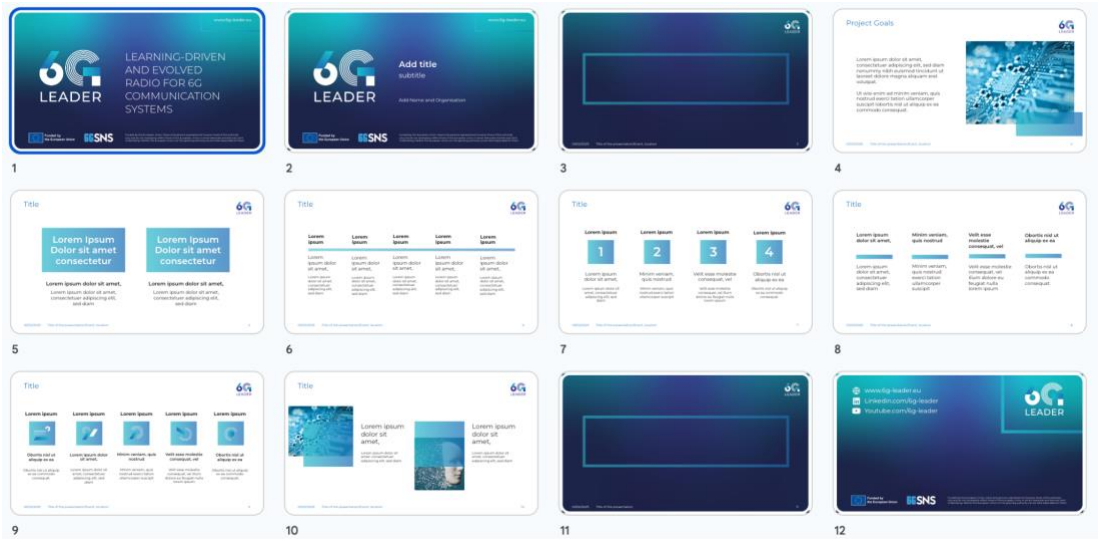

Figure 5: PowerPoint Presentation (PPT) template.

Figure 6: Simple document

Figure 7: Meeting minutes template.

Figure 8: Meeting agenda template.

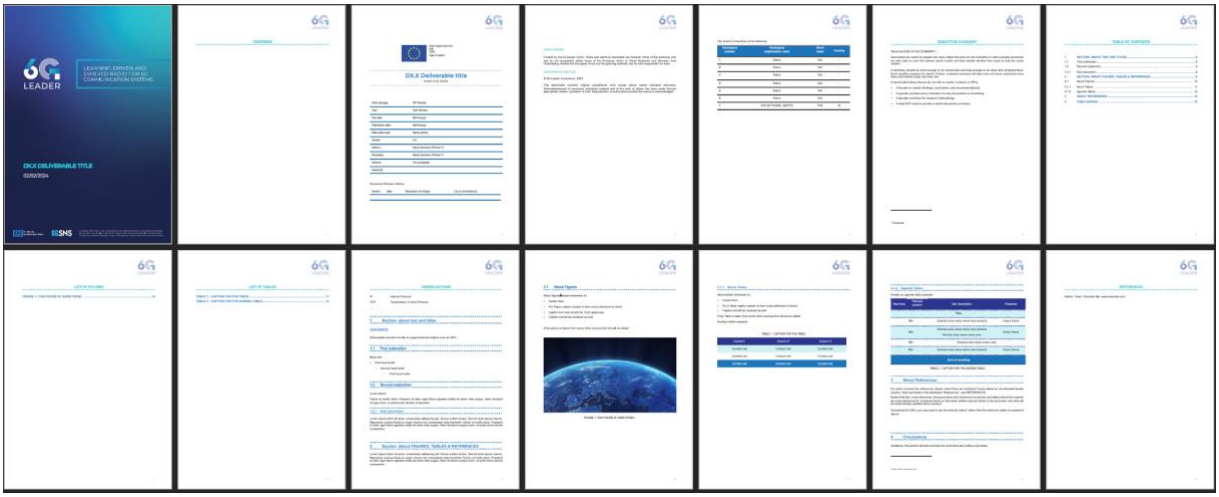

Figure 9: Deliverable template.

Figure 10: Deliverable review template.

Figure 11: Meeting background

Alignment with the EC's guidelines

Unless otherwise agreed with the granting authority, communication activities of the beneficiaries related to the action (including media relations, conferences, seminars, information material, such

as brochures, leaflets, posters, presentations, etc., in electronic form, via traditional or social media, etc.), dissemination activities and any infrastructure, equipment, vehicles, supplies or major result funded by the grant must acknowledge EU support and display the European flag (emblem) and funding statement (translated into local languages, where appropriate):

Funded by the European Union. The project is supported by Smart Networks and Services Joint Undertaking (SNS JU) and its members. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or SNS JU. Neither the European Union nor the granting authority can be held responsible for them.

- Emblem must be visible and separate from other logos (shown at least as prominently).
- Notify the EC in advance about activities with major media impact.
- Use official templates to stay aligned and ensure consistent branding.

2.3 Digital communication channels

Digital communication channels are central to the visibility and engagement strategy of 6G-LEADER. They enable the project to share its progress in real-time, interact with diverse stakeholder groups, and ensure open and accessible dissemination of results. All digital tools and platforms are designed to reflect the project's visual identity and align with EU communication standards. This section outlines the core digital materials and platforms used throughout the project.

2.3.1 F6S Platform

F6S https://innovation.f6s.com/ (Figure 12) is the world's largest platform for startups, SMEs, and innovation-driven communities, with over 1.6 million tech startups and 2.9 million entrepreneurs worldwide. It serves as a central hub for discovering funding opportunities, innovation programmes, ecosystem-building initiatives, and startup-friendly services. Each year, the platform processes over 700,000 applications and supports more than 20,000 startup and accelerator initiatives, making it a key asset in reaching innovation-oriented stakeholders across Europe and beyond.

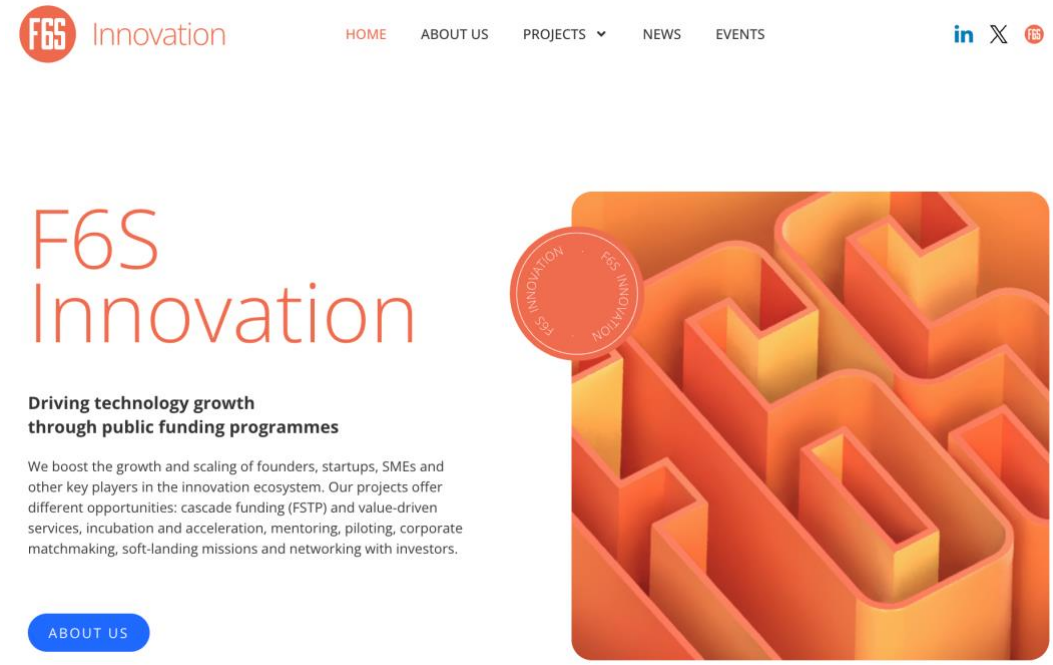

Figure 12: F6S Innovation Website.

Within the context of 6G-LEADER, the F6S platform will primarily support the dissemination and promotion of project events, such as webinars, demo sessions, and community workshops. Its role is to ensure that the project's technical achievements, opportunities for engagement, and collaboration activities are visible to a qualified audience of SMEs, startups, ecosystem builders, and other innovation actors.

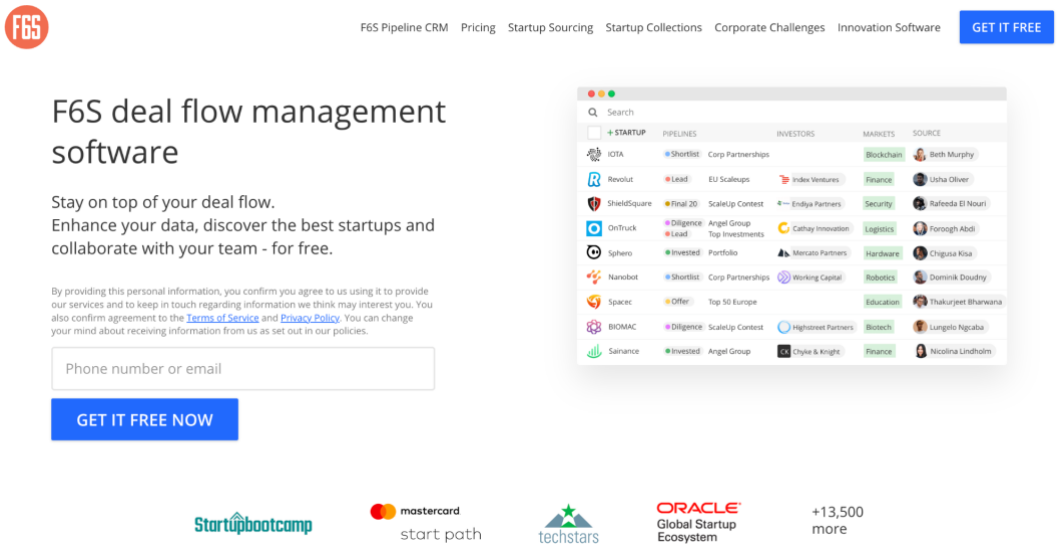

Figure 13: F6S Platform.

F6S will assist project partners by creating dedicated event pages, distributing content through its innovation network, and amplifying project updates through targeted community channels. Particular focus will be placed on reaching startups and SMEs working in relevant domains such as AI, IoT, edge/cloud, and digital infrastructure.

In addition to providing access to its dissemination infrastructure, F6S contributes to several core project areas. These include supporting communication efforts via online channels, organising or co-organising project-related events, and contributing to stakeholder engagement strategies. The platform's tools and workflows may also support the identification of exploitable results, assist with coordination activities, and facilitate future synergies with related EU-funded initiatives. Where appropriate, F6S may contribute to the design and promotion of cascade funding mechanisms and open calls, leveraging its experience in managing end-to-end applicant outreach, evaluation, and monitoring.

Through this combined role, F6S supports both the visibility and broader ecosystem integration of 6G-LEADER, particularly within startup, innovation, and entrepreneurship communities across Europe.

2.3.2 Website

The official 6G-LEADER website (Figure 14) serves as the primary public-facing dissemination and communication tool of the project. Launched in Month 3, the website functions as a central hub for presenting the project's objectives, activities, outputs, and opportunities for engagement. It is designed to be clear, modern, and accessible to a wide range of stakeholders, including researchers, industry representatives, policymakers, and the general public.

The site includes dedicated sections on the project overview, consortium partners, work packages, events, news updates, and results. It is designed to be clear, modern, and accessible to a wide range of stakeholders. While the current focus is on the general public, the website will gradually expand to include more technical content and innovation insights aimed at industry stakeholders, researchers, and policymakers. Future sections will feature public deliverables, scientific publications, blog posts, and a knowledge repository to support deeper engagement with specialised audiences.

The visual design of the website reflects the project's visual identity guidelines, including the official 6G-LEADER colour palette, typography, and branding elements. Consistency across all components is ensured to strengthen project recognition and maintain a professional online presence. All visual and textual materials align with EU visibility requirements, including the appropriate placement of the funding disclaimer and EU logo.

Content for the website is created in collaboration with consortium partners. While the website is technically maintained and regularly updated by F6S, all partners are encouraged to contribute material for publication (including news items, event summaries, press releases, and public results). This shared responsibility helps maintain a dynamic and relevant online presence.

The website is also integrated with the project's social media channels, helping to extend the reach of key announcements, events, and outcomes. All updates shared on LinkedIn and YouTube are mirrored or linked to on the site to reinforce consistency across platforms.

To monitor reach and performance, the website is tracked using Google Analytics, allowing the consortium to assess visitor behaviour, geographical reach, most visited pages, and referral sources. These insights are reviewed regularly to guide content planning and evaluate the effectiveness of dissemination and communication activities.

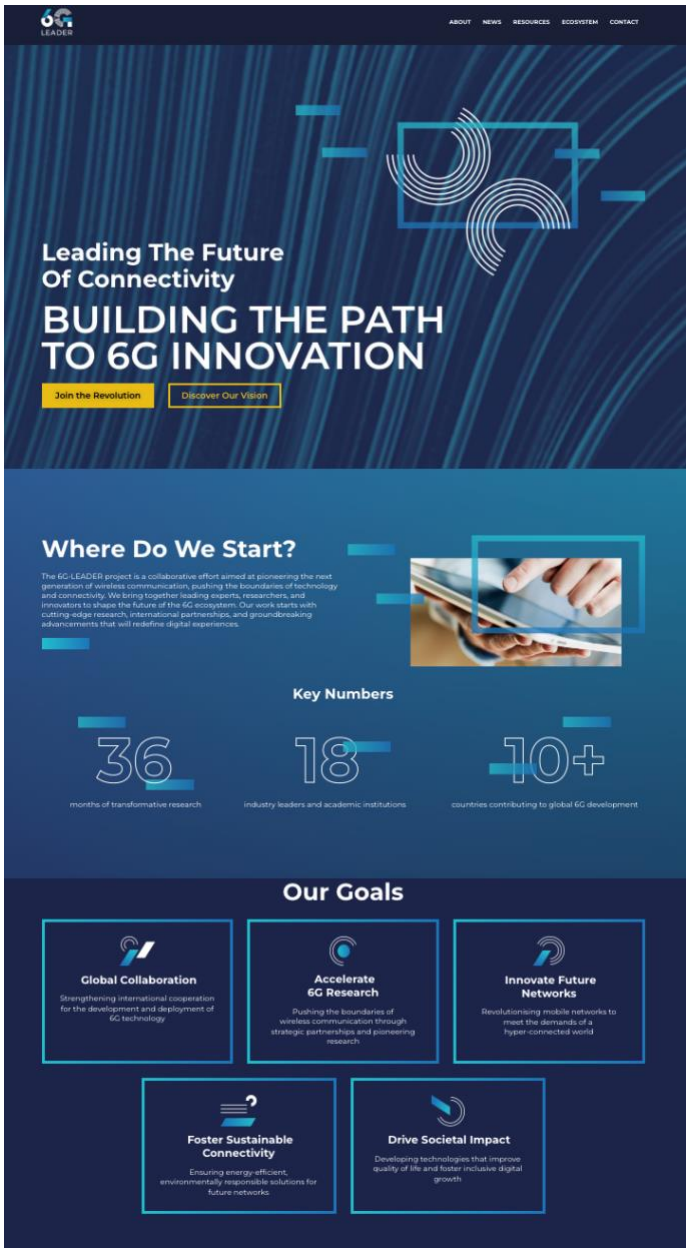

Figure 14: 6G-LEADER landing page.

2.3.3 Newsletter

The 6G-LEADER project will publish a minimum of six newsletters over the course of the project to share key updates, achievements, and upcoming activities with the broader community. These newsletters will serve as a recurring communication tool, aimed at keeping stakeholders informed and engaged with the project's progress and outcomes.

Each issue will highlight recent milestones, partner contributions, publications, events, and opportunities for engagement. The content will be concise, accessible, and tailored to appeal to both technical and non-technical audiences, including researchers, industry actors, SMEs, policymakers, and the wider public.

Rather than using a mailing list-based system, the newsletter will be distributed primarily through the 6G-LEADER LinkedIn page, where it will be published as a visual and interactive post. This approach supports wider reach, increased visibility, and organic sharing among professional networks. In addition, each edition will be archived on the project website, ensuring transparency and long-term accessibility.

Consortium partners will contribute content and highlights for each edition to ensure balanced representation across the work packages and active engagement from all members. The newsletter will also be used to amplify other dissemination actions, such as new deliverables, publications, technical events, or public outreach activities.

Through this format, 6G-LEADER aims to build a consistent communication rhythm that strengthens its online presence and fosters knowledge exchange across its diverse stakeholder network.

2.3.4 Email account

A dedicated email account has been established for the 6G-LEADER project to facilitate formal communication with external stakeholders, partners, and interested parties. The address serves as a central contact point for general inquiries, collaboration requests, media outreach, and other forms of direct engagement related to the project.

This email channel is monitored by the communication lead (F6S) and used for both incoming and outgoing correspondence. It supports the distribution of official project materials such as event invitations, meeting follow-ups, media kits, and responses to public or policy-related inquiries.

The email account ensures a consistent and professional point of contact, aligned with the project's visual identity and communication strategy. It is prominently displayed on the 6G-LEADER website and included in all major outreach materials to support transparency and accessibility. All partners are encouraged to redirect public or external requests to the official account to ensure proper coordination and unified messaging across the consortium.

2.3.5 Social Media

Social media plays a key role in the 6G-LEADER dissemination strategy, enabling fast, accessible, and engaging communication with a broad range of stakeholders. The project maintains an active presence on LinkedIn (Figure 15), which serves as its primary social platform for updates, announcements, and stakeholder engagement.

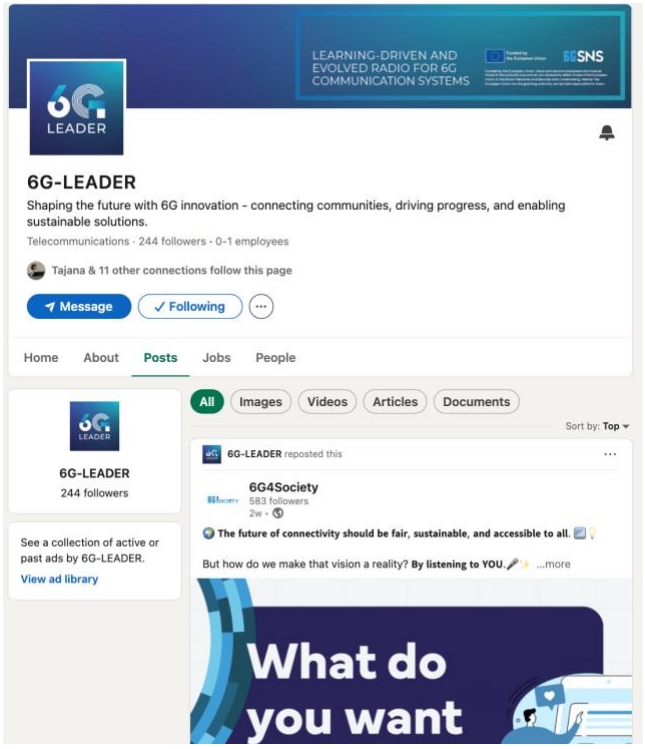

Figure 15: 6G-LEADER LinkedIn page.

Through regular posts, 6G-LEADER uses LinkedIn to:

- Share news, milestones, and technical progress;
- Promote project events, webinars, and workshops;
- Disseminate publications, deliverables, and media coverage;
- Highlight partner contributions and success stories;
- Connect with related initiatives, clusters, and EU-funded projects.

Content is designed to be informative and visually engaging, balancing general awareness with technically relevant insights for professionals in the telecom, AI, sustainability, and research domains. Graphics follow the project's visual identity, and messaging is tailored to reflect the interests of both technical and non-technical audiences.

In addition to LinkedIn, 6G-LEADER will also use YouTube (Figure 16) to host and share video content related to the project. This includes explainer videos, short interviews with partners, webinar recordings, and highlights from PoC demonstrations. The channel will serve as a visual archive of key moments and outcomes, helping make complex topics more accessible and increasing the project's reach across both technical and non-technical audiences.

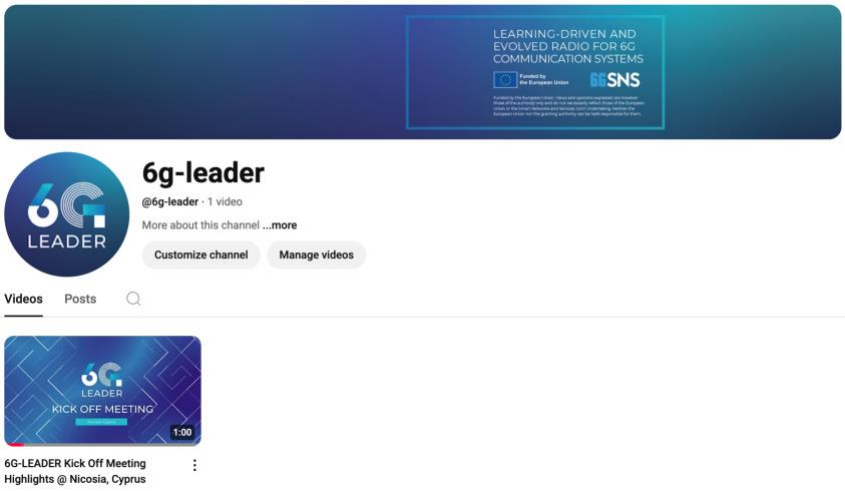

Figure 16: 6G-LEADER YouTube page.

All visual content will follow the project's branding and accessibility guidelines, with clear messaging, captions where appropriate, and proper EU funding acknowledgment. Videos will be promoted across LinkedIn and embedded on the project website to ensure cross-platform visibility.

Partners are encouraged to actively support social media dissemination by sharing content, tagging relevant stakeholders, and contributing to the creation of multimedia materials.

2.3.6 General media

Engaging with general media channels (including online news platforms, industry publications, and press agencies) is a key element of 6G-LEADER's communication strategy. These outlets help extend the project's reach beyond the research and academic communities, increasing awareness among policymakers, business stakeholders, and the broader public.

The project will publish a minimum of five press releases, strategically timed around major milestones such as the project launch, key technical developments, public deliverable releases, participation in high-profile events (e.g. MWC, EuCNC), and final project outcomes. Each press release will be written in clear, non-technical language and formatted for accessibility, including quotes or highlights from partner organisations when appropriate.

Press releases will be:

- Published on the 6G-LEADER website;
- Shared via the project's LinkedIn page;
- Distributed through partner media networks and professional mailing lists.

In parallel, the project will also produce editorial content such as short articles, opinion pieces, and blog posts that communicate the relevance of 6G-LEADER's work in a more narrative and accessible format. These pieces will focus on specific challenges, use cases, innovations, and personal perspectives from the consortium, helping humanise the project and foster deeper engagement with diverse audiences.

Whenever possible, 6G-LEADER will prioritise publication of outcomes through open-access platforms, ensuring that technical results, policy insights, and educational content are freely available. This includes publishing non-peer-reviewed materials (e.g., summary articles, blog posts) as well as links to scientific outputs in open-access repositories such as Zenodo, CORDIS, or institutional archives.

Publishing through open-access channels helps to:

- Maximise the visibility and long-term accessibility of project results
- Reach a wider and more diverse stakeholder base
- Contribute to the public understanding of 6G technologies and their societal benefits
- Support the European Commission's guidelines on open science and innovation transparency

Beyond informal outreach, 6G-LEADER's technical and scientific results will be made widely available and accessible through a range of structured dissemination formats, ensuring that project outcomes reach not only academic and industry stakeholders but also media outlets and the wider public. Peer-reviewed academic articles, presented in high-impact journals and conferences, will not only contribute to research in AI-native RAN, sustainable network design, and intelligent orchestration but also serve as credible reference points for journalists, analysts, and expert commentators seeking to report on next-generation network advancements. Making these publications openly available allows media actors to draw on verified, high-quality information and supports wider understanding of the project's contributions to the 6G field.

In parallel, standardisation contributions (submitted through recognised bodies such as 3GPP, ETSI, O-RAN Alliance, and ITU-R) will be complemented by technical reports and briefing materials tailored to industry and policy audiences. These reports will be publicly accessible and designed for clarity, allowing journalists, think tanks, and professional organisations to translate complex insights into stories that can reach broader societal discourse. Sharing these materials in accessible formats enhances transparency and supports wider engagement with regulatory and innovation-driven conversations in Europe and globally.

The project will also publish two editions of a project eBook, both intended as highly accessible communication tools. An initial eBook, will be released early in the project, will introduce 6G-LEADER's goals, roadmap, and expected impact, offering an entry point for media professionals, stakeholders, and newcomers to understand the project's relevance. A final, comprehensive eBook will summarise all major achievements, lessons learned, and contributions, offering a single reference document for long-term dissemination. These publications will be designed for online distribution, shareable across platforms, and usable in outreach campaigns or public briefings, helping extend the life and influence of project outcomes.

Together, these outputs form a key part of 6G-LEADER's general media strategy. By ensuring that scientific results, technical insights, and strategic outputs are publicly available, the project positions itself to not only inform specialised audiences but also empower media, educators, and the general public. These efforts help demystify advanced telecommunications, promote STEM engagement, and contribute to a more informed public dialogue about the role of 6G technologies in Europe's digital and green transitions. Open and proactive dissemination will reinforce the project's credibility, increase its visibility, and ensure that its findings remain relevant and reusable well beyond the project's duration.

All public-facing media content will follow 6G-LEADER's visual and editorial guidelines and include appropriate EU funding acknowledgment and disclaimers.

2.4 Synergies with other projects and initiatives

6G-LEADER recognises that strategic alignment and collaboration with other European and international initiatives are essential for maximising the project's relevance, reach, and long-term impact. Rather than operating in isolation, the project actively seeks to build synergies with Horizon Europe, SNS JU-funded projects, and other innovation initiatives through joint visibility actions, knowledge exchange, and co-creation activities.

As a project funded under the HORIZON-JU-SNS-2024 call, 6G-LEADER is part of a broader group of projects addressing complementary aspects of 6G research and development. The project's technical focus (on ML-empowered PHY, full-duplex transceivers, non-orthogonal access, semantic communication, and open RAN integration) aligns closely with several sister projects working on similar or adjacent topics under the same call.

6G-LEADER will engage proactively with these sister projects to:

- Share technical progress, challenges, and lessons learned
- Co-organise workshops, webinars, and demonstration events
- Coordinate standardisation input and joint technical publications
- Explore joint dissemination formats such as newsletters, videos, and white papers

- Participate in roundtables, joint sessions, and cross-project discussions

While the full list of projects under the HORIZON-JU-SNS-2024 call is still evolving, early candidates for collaboration include:

- 6G-DAWN (orchestration and AI-native service management);
- 6G-INTENSE (open RAN interoperability);
- 6G-XR, 6G-SHINE, 6G-BRICKS, and other initiatives exploring semantic communications, disaggregation, or intelligent networking.

The project will also maintain contact with other 6G-SNS-related projects, with whom formal clustering and joint dissemination activities are expected. These collaborations will be addressed in more detail in a dedicated section.

In addition to call-level synergies, 6G-LEADER will participate in wider knowledge exchange through cross-sector initiatives, such as the Sustainable Energy Hub and the 6G Knowledge Hub. These platforms provide opportunities to share results with stakeholders in energy, AI, and IoT, extending the project's relevance beyond the telecom domain.

The project also plans to contribute to thematic working groups and engage in co-creation activities, including:

- Cross-project technical panels;
- Joint position papers or policy recommendations;
- Informal knowledge-sharing sessions and innovation dialogues.

These formats will allow the consortium to validate approaches, align with peer efforts, and refine outputs through external feedback. They also help ensure that 6G-LEADER's contributions remain connected to broader developments in the 6G research landscape and the EU's digital and green transitions.

To support coordination and document engagement outcomes, the consortium will maintain internal reporting tools, including a collaboration tracker and event reporting templates. These will help monitor interactions, log contributions, and support reporting obligations under the SNS JU. The tools also allow the consortium to identify emerging collaboration opportunities and support consistent follow-up.

Together, these synergy efforts will enable 6G-LEADER to both contribute to and benefit from a rich, interconnected innovation ecosystem, maximising the value of its results and strengthening its role in shaping the future of sustainable, AI-native 6G communication systems.

2.4.1 Sustainable Energy Hub

In addition, 6G-LEADER will connect with open collaboration platforms such as the Sustainable Energy Hub, coordinated by F6S Innovation. The Hub is a space for sharing knowledge, exchanging ideas, and working together with other projects focused on energy efficiency and innovation. It brings together people from different fields (such as 6G technology developers, energy experts, building professionals, and public sector stakeholders) to explore ways to improve and reuse project results, increase visibility, and strengthen collaboration.

The Hub is open to everyone interested in Europe's energy transition and is hosted through a LinkedIn group. It is managed by a team of experienced communication and project managers working on EU-funded initiatives. The group meets regularly to discuss new ideas, create joint content, and organise webinars, events, and workshops. Through this platform, 6G-LEADER will share relevant findings and connect with others working on similar goals, helping to build links between energy efficiency and future communication technologies.

2.4.2 6G-SNS-related projects

The project will maintain an active dialogue with key stakeholders and actors within the SNS JU ecosystem, including projects working under the same or related clusters (e.g. RAN disaggregation, system architecture, AI orchestration, and validation frameworks). These interactions will support cross-project knowledge exchange, coordinated outreach, and opportunities for technical alignment.

Collaboration will take place through clustering meetings, joint workshops, SNS JU events, and contributions to shared dissemination and standardisation activities. These engagements will help ensure that 6G-LEADER's outputs are interoperable, complementary to peer initiatives, and aligned with broader European 6G research directions.

In addition to project-level coordination, 6G-LEADER will engage with stakeholder communities such as national research networks, digital innovation hubs, telecom alliances, and relevant industry or standards organisations. This will be achieved through participation in public forums, co-hosted sessions, and thematic working groups, where joint dissemination, policy alignment, and innovation promotion can be explored.

To support strategic collaboration and consistent follow-up, the project will maintain an internal stakeholder engagement (Figure 17) and collaboration tracker (Figure 18). These tools will help partners coordinate outreach efforts, monitor ongoing interactions, and identify opportunities for synergy with EU policies, digital transition goals, and the overall SNS JU roadmap.

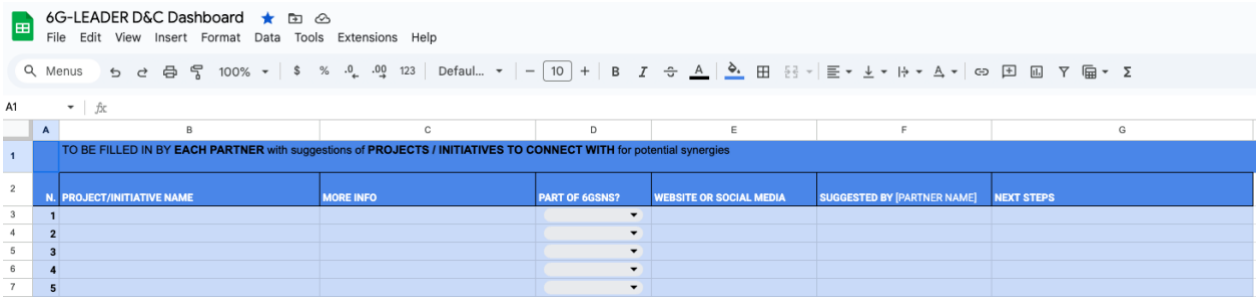

Figure 17: 6G-LEADER internal stakeholder tracker.

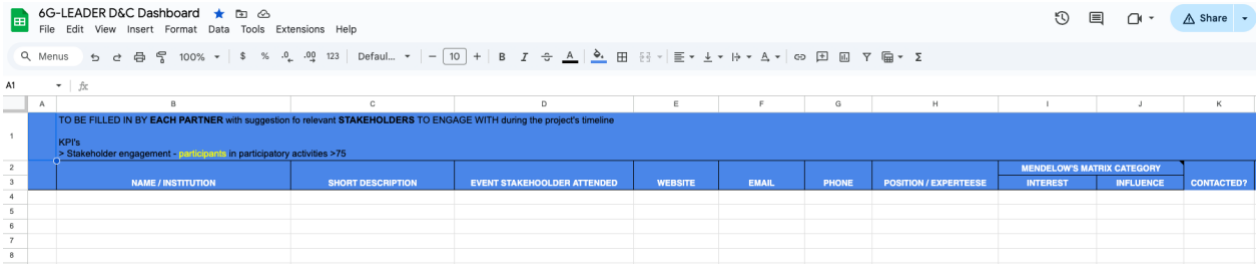

Figure 18: 6G-LEADER internal synergy tracker.

2.5 Stakeholders

Stakeholder engagement is a central part of the 6G-LEADER dissemination and communication strategy. The project aims to reach a wide and diverse set of stakeholders ensuring that the outcomes of the project are relevant, visible, and adopted beyond the consortium.

Each communication activity and channel within 6G-LEADER is purposefully designed and adapted to address the specific needs, interests, and levels of engagement of the project's key stakeholder groups. The goal is to ensure that every message is relevant, accessible, and aligned with the stakeholders' role in shaping or benefiting from the evolution of 6G technologies.

The main stakeholder categories and corresponding communication approaches include:

1. **Telecom operators and infrastructure providers**

   Informed through technical deliverables, webinars, and standardisation outcomes to support adoption of 6G innovations.

2. **Original Equipment Manufacturers (OEMs)**

   Engaged with updates on Open RAN developments, interoperability testing, and AI/ML integration opportunities.

3. **Technology providers and developers**

Involved via technical papers, PoC demonstrations, and discussions around AI-driven architectures and semantic networking.

4. **Policy makers and regulatory bodies**

Reached through white papers, workshops, and contributions to standardisation bodies to support informed regulation and policy development.

5. **Industry verticals**

Targeted with use-case insights and real-world impact scenarios, showcasing how 6G supports scalable and intelligent connectivity for sectors such as mobility, health, agriculture, and energy.

6. **Scientific community**

Engaged through open-access publications, conference participation, and collaborative R&D efforts to expand the knowledge base and contribute to the global 6G research agenda.

7. **Start-ups, SMEs and innovators**

Supported through exploitation workshops, access to technical resources, and opportunities for piloting, experimentation, or collaboration via platforms such as F6S and other ecosystem events.

8. **Media and general public**

Informed via press releases, social media content, explainer videos, and the project website to raise awareness and build public trust in emerging 6G technologies and their societal relevance.

To ensure meaningful engagement, 6G-LEADER will maintain a flexible, multi-channel approach throughout the project. This includes participation in relevant events, contributions to external platforms, targeted communication materials, and continuous stakeholder mapping and coordination across the consortium. This approach will help maximize impact, support uptake of results, and ensure the project's alignment with the wider 6G innovation and policy landscape.

2.6 6G-LEADER Knowledge HUB

The official 6G-LEADER website currently serves as the central platform for sharing the project's progress and results. It is designed to be the central platform for dissemination, stakeholder engagement, and access to public project outputs. The site functions as a continuously evolving repository, making key documents and updates available to researchers, industry stakeholders, policymakers, and the wider public.

You can find public deliverables, official documentation, project news, press releases, event updates, an overview of the project objectives, and information about the consortium partners on the website. Visitors can also subscribe to the access the newsletter archive or get in touch through the contact form. As the project evolves, the website will be regularly updated to include additional content such as scientific publications, open-access outputs, demo videos, presentations, and educational materials designed for different stakeholder groups. This evolving online presence ensures that key results remain accessible and visible to the wider research, industry, and policy communities.

In addition to the main website, 6G-LEADER will establish a dedicated LinkedIn group "6G-LEADER Knowledge HUB", later in the project, to facilitate interactive stakeholder exchange and informal knowledge sharing. This group will provide a space for community discussions, updates from consortium partners, and opportunities to highlight relevant findings and events. It will be open to interested members of the 6G ecosystem, including researchers, innovators, SMEs, and public stakeholders.

Together, the project website and LinkedIn group will form a connected knowledge environment that ensures long-term accessibility, engagement, and visibility of 6G-LEADER's results.

2.7 Promotional material

To support the visibility of 6G-LEADER across events, online platforms, and stakeholder communities, a variety of promotional materials will be developed and distributed throughout the project. These materials will help reinforce the project's visual identity, ensure consistent messaging, and make complex information more accessible to different target groups.

Promotional material will be tailored for use across multiple communication channels and formats (including digital, print, and in-person events) and will be regularly updated to reflect the project's progress. All materials will follow the 6G-LEADER visual guidelines and include the necessary EU funding acknowledgments.

2.7.1 Printed material

Printed materials will be used to support dissemination at physical events, exhibitions, stakeholder meetings, and conferences. Examples include:

- Project brochures summarising the project's vision, objectives, and expected impact;
- Leaflets or factsheets focusing on specific technologies, use cases, or target audiences;
- Roll-up banners and posters for event booths and networking areas;
- One-page overviews or infographics tailored for high-level stakeholders and policymakers.

To support broad and decentralised outreach, print-ready files will be made available to all partners through the internal repository. This allows partners to print materials locally and use them at events, fairs, or national-level activities. Where needed, local language versions will be provided to ensure accessibility and relevance to diverse audiences.

2.7.2 Multimedia material

Multimedia materials will be used to enhance online visibility, make technical content more accessible, and support dissemination on digital channels. These include:

- Short explainer videos introducing key concepts, challenges, and solutions developed within the project;
- Partner interviews or testimonials highlighting consortium expertise and perspectives;
- Webinar recordings and event recaps to extend the visibility of live sessions;
- Branded visuals such as quote cards, infographics, and project updates for social media.

All digital materials are created using pre-designed templates, available in the shared internal repository. This ensures a consistent visual identity across formats and simplifies content creation for all partners. Templates and editable source files are provided for presentations, social graphics, and video overlays, making them easy to customise and adapt to local events, languages, or stakeholder needs. This flexibility allows partners to efficiently promote the project while ensuring that all communication remains visually aligned and professional.

Multimedia content will be published on the project website, YouTube channel, and LinkedIn page, and promoted through consortium channels to reach broader stakeholder groups and external communities.

2.8 Dissemination and Communication action plan

The Dissemination and Communication (D&C) strategy forms a key pillar of the 6G-LEADER project's overall impact approach. It provides a structured framework for promoting the project's objectives, technological developments, and results to relevant stakeholders and the wider public throughout the project's lifetime.

This plan defines the activities, target audiences, communication tools, and coordination responsibilities that will guide consortium-wide efforts to raise awareness, support stakeholder engagement, and maximize project visibility across Europe and beyond.

Core elements of the D&C strategy

The core elements of the 6G-LEADER D&C strategy define the foundation for structured, consistent, and targeted outreach throughout the project. Each component plays a specific role in ensuring that project results are effectively communicated to diverse stakeholder groups and that the impact is maximised across technical, policy, and public domains. An overview of all strategic components is presented in Table 19: 6G-LEADER D&C Strategy Components below.

Table 6: 6G-LEADER D&C Strategy components.

Component	Strategic Purpose	Cross-reference
Target groups	Identify, segment and prioritise key stakeholder groups to tailor communication formats effectively and maximise relevance and engagement.	Section 2.1.1
Key messages	Deliver consistent, relevant, and audience-specific messages highlighting the project's technological innovations and societal relevance.	Section 2.1.2
KPIs	Monitor and measure effectiveness, reach, and engagement of communication activities to guide continuous improvement.	Section 2.1.3
Communication tools and channels	Utilise a multi-channel approach (website, media, webinars, etc) to maximise visibility and to ensure broad, layered, and inclusive outreach.	Section 2.1.4
Events	Leverage organised and external events to showcase results, stimulate feedback, strengthen collaborations, and promote adoption.	Section 2.1.5
Roles and responsibilities	Establish coordinated workflows between F6S and partners to ensure effective content delivery, visibility, and stakeholder engagement.	Section 2.1.6
Feedback and monitoring	Collect input, monitor KPIs, and analyse analytics to adapt communication approaches and maximise stakeholder satisfaction and project visibility.	Section 2.1.7

D&C Implementation Phases

The 6G-LEADER D&C approach is divided into four coordinated phases, each aligned with specific project milestones and stakeholder engagement goals. These phases are designed not only to ensure consistency and clarity in outreach but also to enable progressive adaptation based on stakeholder feedback and technical advancement.

Each phase targets specific outcomes aligned with the project timeline (Table 7).

Table 7: 6G-LEADER D&C implementation phases.

Phase	Period	Focus	Key Activities
Phase 1 **Launchpad**	M01 - M06	Initiating visibility and stakeholder awareness	Launch of the project website and social media channels; publication of the first press release and newsletter; branding rollout; early engagement with stakeholders from academia, industry, and policy.
Phase 2 **Navigating the Spectrum**	M07 - M18	Disseminating intermediate results and encouraging collaboration	Sharing early findings from WP2–WP5; showcasing integration progress (WP6); participation in academic conferences and industry events; initiating dialogue with standardisation bodies and related projects.
Phase 3 **Signal Boost**	M19 - M30	Showcasing demonstrators and validated innovations	Dissemination of PoC results and KPI/KVI validation from WP7; development of demo videos and use case narratives; targeting early adopters; storytelling through various media to promote adoption.
Phase 4 **The Horizon Link**	M31 - M36	Ensuring sustainability, long-term visibility, and exploitation planning	Release of final eBook; contributions to standardisation; strategic outreach for exploitation (WP8); final event organisation; communication of legacy outcomes and post-project roadmap.

Current status and the next steps

The table above outlines the core elements of the 6G-LEADER D&C strategy, which serves as a structured framework for driving visibility, engagement, and knowledge transfer throughout the project. These components work in an integrated manner, enabling a coherent, adaptable, and stakeholder-oriented approach to outreach. D&C timeline is specified below (Figure 19).

Several key actions have already been completed to establish the foundation for impactful communication:

- The project website has been launched and is regularly updated with relevant content.

- A full set of visual identity assets and branded templates has been finalised and distributed to all partners.
- The project's LinkedIn account is active, supported by consistent content publication and community engagement.
- The first project press release has been issued, introducing the project's goals to external audiences.
- Target audiences and key messaging have been clearly defined and embedded into all communication outputs.
- Internal KPI tracking tools and reporting templates have been developed and shared with the consortium.

To build on this progress, the following next steps have been identified:

- Preparation and publishing the first 6G-LEADER newsletter to strengthen regular stakeholder communication.
- Expanding the content pipeline with technical blog posts, video explainers, and partner's expert interviews.
- Encouraging all partners to actively share visual materials and updates from their activities to support external communication efforts.
- Expanding event participation and co-organisation initiatives to maximize visibility and cross-project synergies.
- Continuing to collect and integrate stakeholder and partner feedback to refine messaging and ensure alignment with technical milestones.

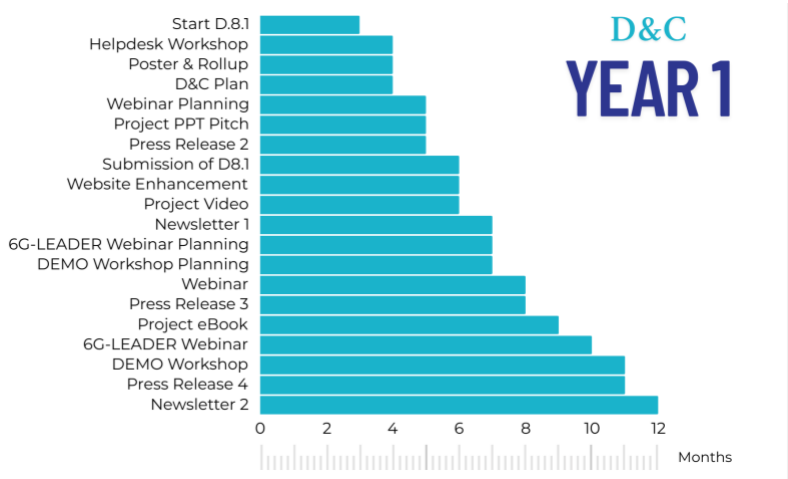

Figure 19: 6G-LEADER D&C timeline.

Collectively, these actions ensure that dissemination and communication efforts remain strategic, inclusive, and capable of maximising the impact of 6G-LEADER's results across Europe's evolving 6G innovation landscape.

2.9 Measures to maximize impact

To achieve the impact targets described in the GA, 6G-LEADER has implemented a structured, phased plan for communication, dissemination, and exploitation of results, strategically aligned with the project's lifecycle. This plan also integrates standardisation-related activities and aims to ensure that project outcomes are visible, accessible, reusable, and influential across diverse stakeholder groups. The measures described below are fully aligned with the project's objectives of advancing wireless communication technologies, AI-native network intelligence, and 6G RAN development, and complement the phased strategy outlined in previous Section 2.8.

1. **Stakeholder engagement and strategic targeting**

The project's dissemination and communication efforts are built on a clear definition of its target stakeholder groups, presented in Section 2.5. By tailoring communication formats and outreach methods to telecom operators, technology providers, SMEs, researchers, policymakers, standardisation organisations, and the general public, 6G-LEADER ensures that its dissemination activities are both broad and strategically relevant. This targeted engagement underpins the project's ability to drive uptake, collaboration, and long-term impact.

2. **Consistent messaging and strategic framing**

All communication activities are grounded in coherent messaging aligned with the project's core pillars (AI-native 6G networks, sustainable innovation, and European leadership) as outlined in Section 2.1.2. Messages are adapted to the project's evolution, progressing from early vision-setting to detailed results dissemination, ensuring stakeholders remain informed and engaged at every stage.

3. **Performance monitoring through KPIs**

Impact monitoring is supported by a dedicated KPI framework detailed in Section 2.1.3. KPIs track quantitative and qualitative indicators such as social media engagement, website visits, media mentions, stakeholder interactions, and event participation. Regular monitoring ensures that communication activities remain effective, targeted, and capable of adapting to maximize their reach and impact.

4. **Multichannel communication and outreach tools**

As described in Section 2.1.4, a multichannel dissemination approach is employed, utilising the project website, LinkedIn, newsletters, webinars, explainer videos, printed promotional materials, and scientific publications. This layered approach allows the consortium to address different stakeholder groups appropriately, reinforcing messaging across multiple touchpoints.

5. **Participation in events and networking opportunities**

Participation in events is a critical driver of project visibility and engagement. As detailed in Section 2.1.5, 6G-LEADER actively participates in and organises webinars, conferences, and workshops to present intermediate results, share insights, and collect stakeholder feedback. These interactions strengthen the project's network and support mutual knowledge exchange.

6. **Internal roles and coordination**

Clear roles and responsibilities support effective and consistent dissemination across the consortium, as outlined in Section 2.1.6. F6S leads the central coordination of activities, while all partners actively contribute to outreach using their institutional and professional networks, thereby amplifying project visibility across regional and sectoral audiences.

7. **Ongoing feedback and monitoring**

Continuous improvement of dissemination activities is ensured through structured feedback collection and real-time monitoring mechanisms, as explained in Section 2.1.7. A shared reporting dashboard and regular partner input facilitate dynamic refinement of the D&C strategy, ensuring that activities remain relevant and responsive to stakeholder needs.

8. **Visibility and access to results**

Public access to project outcomes is guaranteed via the project website (see Section 2.3.2), which serves as the primary repository for deliverables, publications, videos, and event materials. The website will remain available for at least 12 months post-project to ensure continued visibility and facilitate further use of project results by the wider community.

9. **Collaboration with sister projects and broader ecosystems**

Cross-project collaboration amplifies 6G-LEADER's impact beyond its immediate consortium. As detailed in Section 2.4, the project engages with sister projects funded under the HORIZON-JU-SNS-2024 call and broader initiatives like the 6G Knowledge Hub and Sustainable Energy Hub. Joint dissemination actions, ecosystem engagement, and knowledge exchange contribute to positioning 6G-LEADER within Europe's 6G innovation landscape.

10. **Capacity building and skills development**

6G-LEADER also contributes to capacity building within the European research and innovation ecosystem. Through public webinars, technical workshops, expert panels, and accessible communication materials, the project fosters knowledge exchange, encourages upskilling, and promotes awareness of emerging technologies such as AI-native 6G, semantic communication, and open RAN. These activities support the development of future research talent and innovation actors, while also enhancing the readiness of industry stakeholders and SMEs to adopt and apply advanced network solutions. In this way, 6G-LEADER extends its impact beyond research outputs by actively contributing to the creation of a skilled, future-proof digital workforce.

3 Standardisation and SNS-JU collaboration activities

This section describes an initial plan for the standardization, regulatory body and SNS-JU collaboration activities to be performed by the consortium partners.

Standardization organisations within the project activities radar are tabulated, where the main partners that plan to impact, and the expected contributions are aligned in each row.

A rationale and a plan of engagement with standardisation bodies is provided. Additionally, the preparation, monitoring and alignment are included to clearly show the roadmap to standardization management throughout the project.

A 6G-LEADER project engagement plan with SNS-JU working groups is outlined and a collaboration plan with other SNS-JU projects to maximize the use of SNS-JU resources and networks is described.

3.1 Standardisation planned activities

Given the extensive number and variety of SDOs and initiatives that the project could engage with – through monitoring, collaboration, or contribution – it is essential for the project to maximize resource efficiency and its impact on standardization efforts as a form of return on investment. To achieve this, the project will initially concentrate on the following prominent standardization organizations:

- **3GPP (3rd Generation Partnership Project):** the most relevant SDO regarding the development of specifications for mobile networks, covering radio access as well as core network and service-related aspects. The 6G-LEADER project timeline fits well with the current Release 19 timeline[1] (Figure 20) and the planned release 20[2] (from 2026 onwards) activities, which are generally classed as 5G-Advanced & 6G studies, of 3GPP.

[1] Release 19
[2] Release 20

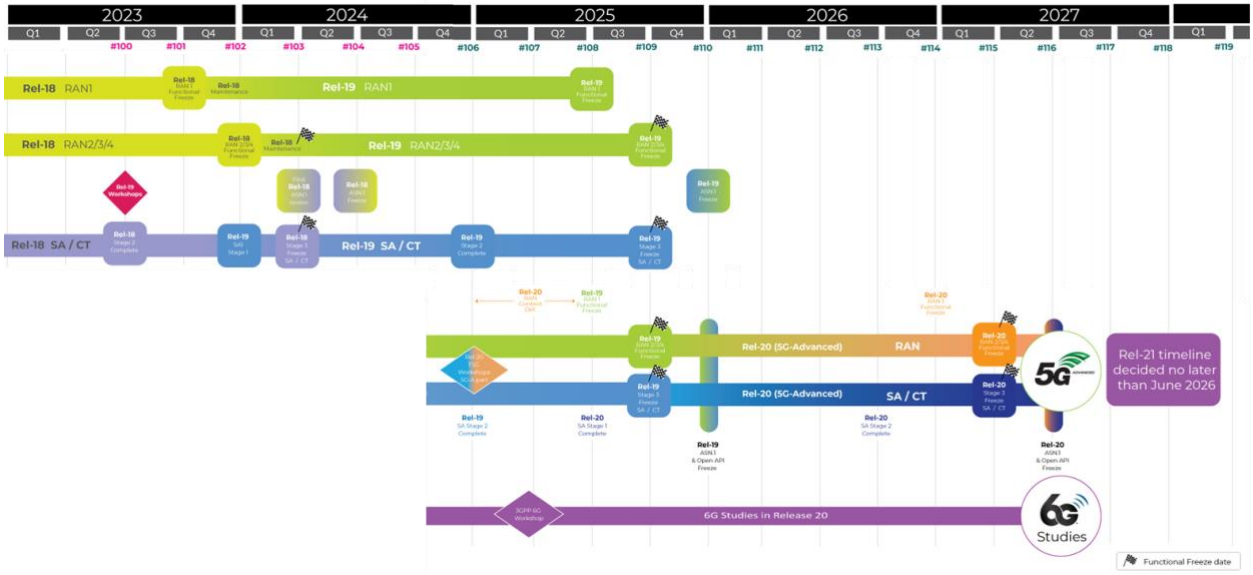

Figure 20: 3GPP Release timeline.

- **ETSI (European Telecommunications Standards Institute):** independent, non-profit and European-based organization producing global standards is one of the main targets of 6G-LEADER. Concretely, radio related working groups (RRS, SES), SDN and virtualization working groups (NFV), new infrastructures and networks (NGP, MEC) and mission-critical services (TCCE) are considered.

- **IEEE (Institute of Electrical and Electronic Engineers):** mainly covers wireless protocols innovations and new capabilities.

- **ITU-R (International Telecommunication Union - Radiocommunication):** part of the ITU (International Telecommunication Union) that focuses on regulating and standardizing radiocommunication systems worldwide. The ITU-R Study Groups (SGs) develop the technical bases for decisions taken at World Radiocommunication Conferences (WRCs) and develop global standards (Recommendations), Reports and Handbooks on radiocommunication matters (e.g., SG1 for Spectrum management).

- **O-RAN Alliance (Open-RAN):** the main body that develops related open standards is the O-RAN Alliance. There are several working groups (WGs) which develop specifications related to different components and ecosystem aspects of the O-RAN architecture.

Moreover, the project team will track and evaluate the progress of, and determine potential avenues to contribute to, the following supplementary standardization initiatives:

- **CEPT-ECC (European Conference of Postal and Telecommunications Administrations-Electronic Communications Committee):** the ECC considers and develops policies on electronic communications activities in a European context, taking account of European and international legislations and regulations. The ECC had several groups such as ECC Project Team 1 (ECC PT1) responsible for mobile (IMT) issues, including compatibility studies, development of band plans, and development and review of ECC deliverables. Moreover, some subgroups are more focus such as the FM 60 (Shared use of the 3.8-4.2 GHz frequency band) under Working Group Frequency Management (WG FM) which is responsible for developing strategies, plans and implementation advice for the management of the radio spectrum.
- **OCP (Open Compute Project):** is a collaborative community focused on redesigning hardware technology to efficiently support the growing demands on computer infrastructure. It has three initiatives, one of the initiatives is Evenstar, the strategic initiative for a 5G open radio unit platform. Evenstar is a contribution from Meta with a goal of enabling an ecosystem to build a modularized, cost-effective open radio platform.

3.1.1 Engagement with Standardisation Bodies

This section shows the plans of the consortium to engage with regulatory bodies. We provide a skeleton of the activities during the whole project duration. Timely updates and needed changes will be reflected swiftly on the plan as the project runs.

3.1.1.1 KPI

In the proposal, the consortium identified the quantified SDO target of more than 15 contributions to SDOs over the three years span of the project life. The impact can be measured by the number of contributions in standardization bodies, and how much these further contribute to reaching new standards in the industry that is related to the 6G standards.

3.1.1.2 Partners individual SDO plan

The Table 8 below outlines the comprehensive plan, including a list of potential standardization contributions from each partner within the project consortium, aligned with the targeted SDOs.

Table 8: 6G-LEADER List of Standardisation Contributions

Partner	SDO	SDO WG	Related 6G-LEADER WP	Potential Impacts
NOKIA	3GPP	RAN WG1, RAN WG4	T4.1, T4.2 and T4.3	Contributions to Rel 20/21 study items on channel modelling
CNIT	ETSI	MEC, ENI	T5.1, T5.2, T7.4	Follow standards development for the role/integration of open RAN architectures and semantics in ETSI MEC and ETSI ENI WGs-
SAM	3GPP	RAN WG1, RAN WG2, SA WG2, SA WG5, SA WG6, CT WG1	T2.1; T2.2; T6.2; T6.3	Requirements and Architecture for AI/ML; Contributions to Rel 20/21 study items; Use of O-RAN platforms to test PoCs
DICAT	O-RAN	WG1, WG2, WG3, WG4, WG5, WG6, WG10, TIFG, nGRG	T2.1, T7.1	Follow standard development for 6G use cases and AI-native architectures in nGRG
ACC	O-RAN	To Be confirmed (TBC)	TBC	TBC
SRS	O-RAN	WG3, WG4, WG6, WG8	T2.1; T2.2; T2.4; T6.1	O-RAN requirements and architecture for ML, semantic-awareness, and novel RIS/FA beamforming O-RUs; development of O-RAN platforms for PoCs; influence WGs' work
MB	O-RAN / OCP	WG4 / Telco - Evenstar	T2.1; T2.2; T2.4; T6.1	O-RAN requirements and architecture for ML, novel RIS beamforming O-RUs; development of O-RAN platforms for PoCs; influence WGs' work
LIU	IEEE	To Be Confirmed (TBC)	TBC	TBC

3.1.2 Preparation of technical contributions

For the preparation, each partner will provide a monthly update for the standardization activities that are related to the targeted SDOs. The update will be captured in the document as presented below (Figure 21).

##	Partner Name	Mapping to 6G-Leader Task	Mapping explanation summary	SDO	WG name	Contribution ID	Contribution title	Date of Meeting	Place of Meeting	repository (Link to the Doc)	Other relevant Info *(collaborating projects/partners, etc.)*

Figure 21: Standardization activities reporting file.

3.1.3 Monitoring and Alignment

To ensure the consortium can effectively and consistently oversee all planned standardization activities, guaranteeing smooth progress and the achievement of KPI targets, specific tracking, monitoring, and evaluation tools and methods will be implemented. These will enable the timely identification of any deviations from the established plan.

3.2 SNS-JU collaboration activities

The 6G-IA now represents the private side in both the 5G Public Private Partnership (5G-PPP) and the SNS JU. The 6G-IA brings together the European and global industry community of telecoms & digital actors, such as operators, manufacturers, research institutes, universities, verticals, SMEs and ICT associations. Its primary objective is to contribute to Europe's leadership on 5G, 5G evolution and SNS/6G research.

The 6G-IA carries out a wide range of activities in strategic areas including standardization, frequency spectrum, R&D projects, technology skills, collaboration with key vertical industry sectors, notably for the development of trials, and international cooperation. The 6G-IA will have Work Groups in key areas such as Open Smart Networks and Services, Pre-standardization etc. 6G-LEADER plans to contribute to these WGs and provide impact reports for the project throughout the three years.

Additionally, 6G-LEADER actively fosters collaborations and synergies with other Horizon Europe SNS JU projects to maximize the utilization of SNS JU resources and networks. Key activities include cross-posting social media content, website updates, and blog posts; co-hosting conferences, webinars, and workshops; producing joint publications such as reports, white papers, and articles; and organizing collaborative workshops involving multiple project teams.

3.2.1 Participation in SNS Working Groups

6G-LEADER will contribute and report the project impact to the 6G-IA pre-Standardization WG. This will be done quarterly and example table shown below (Figure 22) will be used to capture the project impacts:

##	Partner Name	Project Name	Research item	Target SDO	Target SDO WG	Target Study Item/Work Item	Meeting Name	Meeting Date	Type Of Contribution	Area of Work Programme
		6G-Leader							9. Wireless Communicat	Technology/Solution;

Figure 22: Pre-standardization activities reporting file.

In addition, 6G-LEADER will participate in the NGMN (Next Generation Mobile Networks) Alliance to address main strategies such as the 6G use cases requirements and Mastering the Route to Disaggregation

3.2.2 Joint dissemination with SNS projects

Collaborations and synergies with other Horizon Europe SNS JU projects are part of the 6G-LEADER activities to leverage SNS JU Resources and Network. The main activities are

- Cross-Posting: share each other's social media content, website updates, and blog posts.
- Joint Events: participate in conferences, webinars, and workshops together.
- Joint Publications: develop joint publications like reports, white papers, and articles.
- Collaborative Workshops: organize workshops that bring together multiple project teams.

3.2.3 Support to Strategic Agenda (SRIA)

Support to Strategic Agenda (SRIA) is a strategic document that identifies the main technological and innovation challenges to be addressed in the circular bio-based economy. The document outlines the research, demonstration and deployment activities that the SNS JU calls for project proposals should cover3. 6G-Leader is aligning the project strategy and objectives to follow Stream B SRIA that addresses the industrial and technological long-term challenges to introduce 6G mobile Internet systems by 2030 targeting revolutionary technologies of low to medium TRL technology, advancement that includes:

- Reinforced European leadership in 6G technologies;
- Further integration with verticals;
- Disruptive high-value applications support, with performance requirements beyond those of current 5G capabilities (scalability and new KPIs);
- Green transition contribution;
- SDGs support and in particular connectivity and service availability (coverage);
- affordability (cost) and accessibility for a large number of use cases of high public value (SDGs 8, 9, 11 and 13);

[3] sns-ju-sria-2021-2027-second-edition-2023.pdf

- Innovative business models;
- Global Single standards for 6G, enabling interoperability, economies of scale and of scope.

4 Business potential and exploitation strategy

Within the 6G-LEADER framework, a structured exploitation strategy supports the adoption and further advancement of project outcomes by consortium partners and external stakeholders, fostering long-term technological impact and sustainable innovation.

4.1 6G LEADER exploitable Plan

This section outlines the exploitation plan for 6G-LEADER, evaluating the project's business potential and applicability of its outcomes. The focus is on their integration into commercial solutions, alignment with industrial workflows, and relevance to future research and development initiatives.

4.1.1 6G LEADER exploitation assets

The research and innovation outcomes of 6G-LEADER – spanning the 6G physical layer (PHY), radio access network (RAN), networking, Open RAN (ORAN) domains, and Proof-of-Concept (PoC) implementations – will serve as the foundation of the exploitable assets.

Exploitation assets in the context of 6G-LEADER can take many forms. Examples include:

- Intellectual Property (IP): patents, copyrights, and other forms of protected knowledge.
- Technological solutions and innovations: software tools, hardware designs, prototypes, standards, and protocols developed within the project.
- Knowledge and expertise:
  - Scientific publications;
  - Technical documentation and white papers;
  - Educational resources for professional development and academic use;
  - Insights and methodologies adoptable by industry stakeholders;

- Data sets generated from experiments and simulations for further research and application development.

- Policy and regulatory contributions: recommendations based on the social, economic, and regulatory implications of emerging 6G technologies.
- Strategic networks and collaborations: partnerships and alliances that promote global cooperation and continued innovation beyond the project.

Among these, several outcomes are expected to hold high potential for downstream application. These are referred to as KERs. Prioritized for their value across the innovation chain, KERs may be integrated into products, processes, and services; used to inform policy development; or serve as inputs for further research and education.

To guide the uptake and long-term sustainability of these results, the exploitation plan will define how KERs are leveraged both during and after the project lifecycle. It includes:

- Identification and Prioritization of KERs: each KER will be assessed based on maturity, strategic relevance, and impact potential. They will be linked to responsible partner(s) and aligned with targeted exploitation pathways.
- Exploitation Strategy per KER: this will include specific plans for commercialization, standardization, internal adoption, follow-up research, or open dissemination.

4.1.2 6G LEADER exploitation roadmap

In addition to the refinement of key exploitation assets, an efficient exploitation strategy and roadmap also requires a clear definition of target stakeholders, identification of key collaborators, and alignment with the 6G activities currently being pursued by consortium members. A comprehensive survey investigating these aspects has been conducted with the consortium members. Figure 23 presents the cover page of the survey along with a brief overview. This activity is primarily intended to gather input from partners to support the development of the communication and exploitation strategy for 6G-LEADER.

Figure 23: Survey aimed at business potential and exploitation strategy assessment.

The highlights of the survey are summarized as below:

- **6G-SNS JU Working Groups:**

  The survey asked consortium members whether they participate in any of the 6G-SNS JU WGs. The main motivation behind this question was to explore potential cross-project collaborations within the broader SNS-JU ecosystem, relevant to 6G-LEADER. The 6G-SNS JU has identified four key WGs: 6G Architecture, Reliable Software Networks, Test, Measurement and KPIs Validation, and Hardware Technologies. These groups primarily aim to produce white papers, which represent important exploitable assets for the 6G-LEADER.

  Nearly 40% of the consortium members responded 'yes' to this question, indicating their active involvement in the 6G-SNS JU Working Groups. Their participation spans the 6G Architecture, Reliable Software Networks, and Test, Measurement and KPIs Validation WGs – meaning that, with the exception of one group, 6G-LEADER partners are represented across all WGs. Notably, Nokia and Telefónica lead the 6G Architecture and Reliable Software Networks Working Groups, respectively, highlighting a key strength of the consortium.

  This broad involvement will bring significant value to the project by enabling the creation of key exploitation assets, facilitating the dissemination of project activities, and increasing the project's visibility. As such, the 6G-SNS JU Working Groups will play a critical role in shaping both the exploitation strategy and the roadmap for 6G-LEADER.

- **6G-IA Working Groups**:

  Another question in the survey asked whether consortium members participate in any of the 6G-IA Working Groups. The aim was to explore how 6G-LEADER can contribute to European industry and research efforts related to 6G networks and services. The 6G-IA defines several working groups and coordinates a wide range of strategic activities, including standardization, frequency spectrum management, R&D projects, skills development, and collaboration with key vertical industry sectors. Within this context, various exploitable assets may emerge, particularly through the development of trials and international cooperation initiatives.

  Approximately 25% of the consortium responded 'yes'. Their participation spans the Trials, SME, Spectrum, Security, and Pre-Standardization Working Groups. It is worth highlighting that Telefónica leads the Spectrum Working Group, while Nokia and Samsung are members of the 6G-IA Governing Board. As with the 6G-SNS JU Working Groups, involvement in 6G-IA Working Groups will present valuable opportunities to support the 6G-LEADER exploitation strategy.

- **6G-SNS JU projects:**

  The survey also asked consortium members whether they are involved in any other SNS-JU projects, in order to investigate potential opportunities for exchanging insights, methodologies, and best practices across different initiatives. Such shared learnings can directly enhance 6G-LEADER's outputs and help refine its exploitation assets. Additionally, participation in multiple projects can raise the profile of both individual partners and the 6G-LEADER project within the broader 6G-SNS ecosystem. This increased visibility supports more effective dissemination and can attract potential adopters, collaborators, and stakeholders for 6G-LEADER's results.

  Approximately 80% of the consortium responded 'yes'. The other projects mentioned include HORSE, MARE, SEASON, DESIRE6G, 6G-CLOUD, UNITY-6G, INSTINCT, BeGREEN, AMBIENT-6G, MULTI-X, 6GREEN, IMAGINE-B5G, iSEE-6G, ROBUST-6G, 6G-GOALS, NexaSphere, 5G-STARDUST, TRANTOR, and VERGE.

  This consortium's involvement in a diverse range of SNS-JU projects strengthens 6G-LEADER's exploitation strategy by bringing in varied expertise, enabling cross-project synergies, and aligning outcomes with broader industry and research trends. This diversity enhances technical relevance, stakeholder reach, and the potential for joint exploitation.

- **National Telecommunication Organizations/ Projects:**

  Another question aimed to understand the consortium's involvement in national telecommunications organizations or projects. Such involvement can significantly enhance 6G-LEADER's exploitation strategy by aligning outcomes with national priorities, enabling early adoption through local testbeds, and opening additional pathways for dissemination and commercialization. It also supports influence in standardization efforts and strengthens ties with domestic industry, increasing the project's overall visibility and impact.

  Approximately 25% of the consortium reported participation in various national telecom organizations and projects based in both Europe and the UK, including the UNICO I+D Program, DTIF, ARANA, and REASON+. This involvement presents a valuable opportunity to foster local alignment, accelerate adoption, and expand collaboration opportunities.

- **Telecommunications Operators:**

  The survey also investigated whether consortium members are working on any joint projects with telecommunications operators and, if so, which operators these are. Understanding this can significantly enhance the exploitation strategy and roadmap because:

- Direct partnerships with key operators can fast-track deployment of 6G-LEADER technologies.
- Operators provide insights into real-world challenges, helping tailor solutions to current and future demands.
- Operators often have access to large-scale testbeds and pilot projects, which can support 6G-LEADER technologies validation.
- Collaborating with established operators can boost project visibility and broaden market reach.
- As active contributors to standardization, telecom operators can strengthen 6G-LEADER's influence in shaping future 6G networks.

Approximately 70% of the consortium reported having joint projects with major European telecommunications operators, including FiberCop, Vodafone, TID, TELIT, Orange, Telenor, OTE, Telefonica, and Turkcell. These partnerships play a key role in the exploitation roadmap by offering the strategic advantages outlined above.

- **Telecommunications Vendors:**

The consortium was also asked whether they have any joint projects with telecommunications vendors since these partnerships can offer great benefits to the exploitation of 6G-LEADER because:

- Vendors play a key role in product development and deployment.
- They provide insight into current technology trends and market demands, helping shape more practical and relevant exploitation strategies.
- Many vendors are active in standardization bodies, and their feedback can help ensure 6G-LEADER outputs meet industry requirements and gain broader acceptance.
- Joint projects with vendors can also expand access to their networks and customer bases, increasing the visibility and potential uptake of 6G-LEADER results.

Approximately 70% of the consortium reported having joint projects with telecommunications vendors, including Nokia, ADTRAN, Ericsson, Accelleran, SRS, Samsung, HPE, Keysight, Ceragon, and Hewlett Packard. The inclusion of major vendors within 6G-LEADER is already a strong asset. In addition, this diverse involvement will facilitate broader industry insights and enhance the dissemination and visibility of the project.

Please see Figure 24 that provides a summary of the findings presented up to this point.

- **O-RAN Bodies:**

  The survey also explored which O-RAN bodies the consortium members are involved in. Participation in O-RAN bodies can enhance 6G-LEADER's exploitation strategy by aligning its technologies with open network standards, increasing interoperability, and ensuring relevance to industry trends. Additionally, it can boost visibility, credibility, and create opportunities for collaboration and early adoption. Some partners have reported taking active roles in O-RAN Alliances, including positions on the board and in various working groups. For further details, please refer to Section 3.1. This involvement creates opportunities to increase the visibility of 6G-LEADER within the O-RAN community.

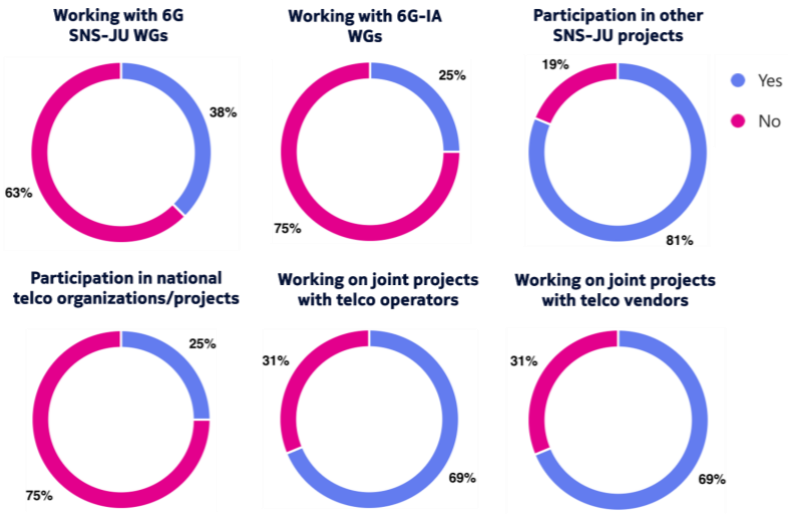

Figure 24: Survey results illustrating participation in different 6G working groups and projects.

- **Conferences and Industry Venues:**

Figure 25: Survey on attendance at major conferences and industry venues.

The consortium was also asked about their plans to attend key venues — primarily the EuCNC & 6G Summit in 2025 and 2026, as well as MWC 2026 — to explore opportunities for disseminating 6G-LEADER. Figure 25 presents the cover page of this survey. These events offer valuable platforms to increase the project's visibility among stakeholders and relevant organizations.

Approximately 45% of the partners plan to attend the EuCNC & 6G Summit 2025 or are likely to participate in MWC 2026. The corresponding results are shown in Figure 26. These venues will significantly influence the project's dissemination and exploitation strategies, helping to boost visibility and engagement.

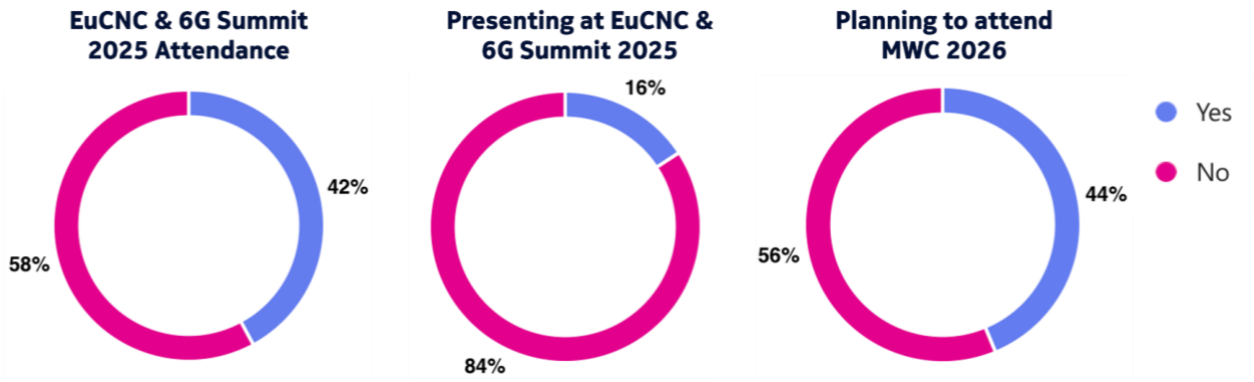

Figure 26: Survey results illustrating attendance at major events.

Linking exploitation assets to the exploitation roadmap:

After reviewing each exploitation tool, opportunity and key exploitation asset, we present an exploitation timeline that outlines key events with high dissemination and exploitation potential, along with how we plan to manage the key results of the work packages and PoCs. Figure 27 summarizes this timeline.

During Year 1, the focus is on refining the initial KERs of WPs and PoCs, with early dissemination aligned with major events such as the EuCNC & 6G Summit 2025 and MWC 2026. In Year 2, refinement continues, alongside in-depth analysis and iteration of KERs from the WPs and PoCs. Key dissemination activities are planned around the EuCNC & 6G Summit 2026 and MWC 2027. Year 3 is dedicated to consolidating KERs from all WPs and PoCs and finalizing exploitation plans. Strategic dissemination and exploitation efforts continue through EuCNC & 6G Summit 2027, leading up to the project's conclusion in February 2028 and its final presence at MWC 2028.

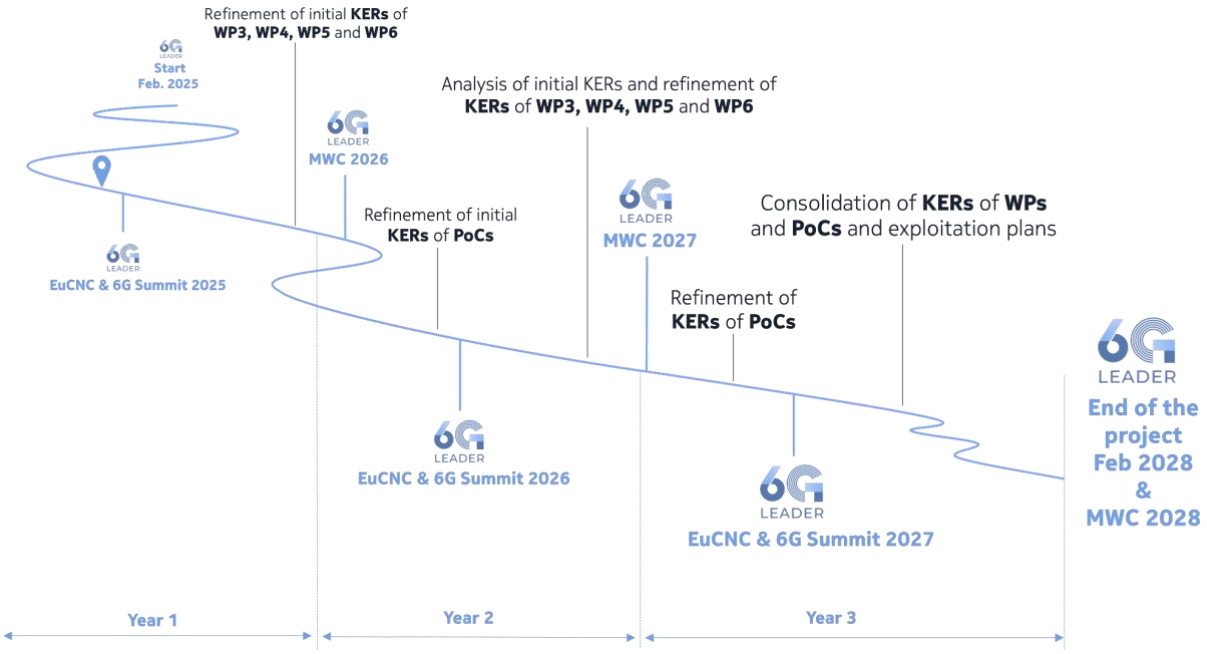

Figure 27: Exploitation roadmap outlining key events, refinement of KERs and PoCs, major dissemination events.

4.1.2.1 Go-to-Market and commercialisation pathways

This survey initiative helps identify the key tools necessary to shape effective go-to-market and commercialization strategies. Based on input from consortium partners, the following strategic pathways can potentially be defined for 6G-LEADER:

- Strategic industry collaborations: establish partnerships with leading telecom operators and vendors to accelerate adoption and deployment of 6G-LEADER outcomes.
- Participation in standards and policy bodies:
  - Maintain active involvement in 6G-SNS JU and 6G-IA Working Groups to position project results for uptake, increase visibility, and enhance influence at the European policy and industry levels.
  - Continue engagement with the O-RAN Alliance to build technical credibility and stimulate commercial interest from broader ecosystem stakeholders.
- Cross-project synergies: foster collaboration across the 6G-SNS ecosystem to amplify dissemination efforts, encourage knowledge exchange, and validate outcomes in diverse contexts.
- Local and national ecosystem engagement: identify and align with domestic innovation agendas and testbed initiatives to unlock early go-to-market opportunities.

- Visibility and positioning at high-impact events:
    - Ensure a strong presence at key industry events such as EuCNC & 6G Summit and MWC through demonstrations, panel participation, and co-branded booths, to enhance global exposure and attract potential adopters and investors.
- Knowledge-based assets:
    - Contribute to white papers, trials, and demonstrators that showcase technical maturity and facilitate adoption by third-party R&D and commercial development teams.

4.1.2.2 Stakeholder engagement and value creation

The survey provides a robust foundation for shaping a stakeholder engagement strategy and fostering long-term value creation for 6G-LEADER. These insights have been translated into the following strategic actions:

1. Stakeholder mapping: categorize stakeholders based on their influence and interest levels. Prioritize engagement with those who combine high influence with strong strategic alignment.
2. Leverage consortium leadership: engage consortium members – such as Nokia, Telefónica, Samsung, and Digital Catapult – who are already active in governing boards. These stakeholders can act as formal and informal bridges across working groups and external initiatives, supporting both dissemination and credibility-building.
3. Targeted event strategy: maximize visibility by participating in high-profile events (e.g., EuCNC, MWC). Organize demo sessions, panel discussions, and co-branded exhibitions under the 6G-LEADER banner. Prepare tailored content to effectively reach industry leaders, researchers, and policymakers.

5 Conclusions

This deliverable presented the initial version of the Dissemination, Communication, and Exploitation Plan for the 6G-LEADER project. It defined the strategic framework, methods, and tools that will be used throughout the project to ensure effective communication with stakeholders, maximise visibility of results, and support the long-term uptake and impact of the project's innovations.

The plan integrates a structured stakeholder engagement strategy, targeted messaging, phased dissemination actions, clear role division among partners, and continuous feedback and

monitoring mechanisms. A multichannel communication approach (including a dynamic project website, social media, newsletters, events, press releases, and open-access publications) ensures that the project's outcomes are widely accessible and properly promoted to key audiences across research, industry, policy, and the general public.

Specific measures have also been introduced to foster collaboration with sister projects, to contribute actively to standardisation efforts, and to align dissemination activities with broader European initiatives under the SNS JU framework. All actions have been designed to evolve dynamically in alignment with project milestones, technical progress, and stakeholder needs.

The implementation of this plan will be regularly monitored and refined during the project's lifetime, ensuring that dissemination and communication activities remain impactful, inclusive, and supportive of the project's technical and commercial objectives. Updates to this plan will be reflected in future deliverables and periodic reports, contributing to the overall success and sustainability of 6G-LEADER's results.

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