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**LibrarIN [101061516]: Value Co-creation and Social Innovation
for a new Generation of European Libraries**



D6.3 Report on Dissemination and Communication Activities v2.0

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Contributor(s)	All partners
Reviewer(s)	E. Silvestrini (LC)
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Disclaimer

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Executive Summary

LibrarIN, “Value co-creation and social innovation for a new generation of European Libraries”, is a Horizon Europe funded project that provides new avenues for participatory management and sustainable finance for European libraries as key cultural institutions. The main goal of LibrarIN is to discover, analyse and provide managerial and policy recommendations for transformative strategies that integrate the co-creation of value in public libraries.

LibrarIN focuses its research on exploring the paradigm shift from the traditional top-down model of service design, to demand and bottom-up driven models, where citizens, civil servants, and private and third sector organizations voluntarily participate in the development of transformative social innovations that can address changing needs and solve social problems.

Objectives

In the LibrarIN project WP6 is concerning the dissemination, communication and sustainability of the project objectives, research results, policy recommendations, and expected impacts. WP6 undertook a wide range of actions all closely aligned with LibrarIN’s dissemination and communication strategy that was created during Month 4 as part of the project’s Dissemination, Communication and Sustainability Plan (D6.1). The Plan contained a detailed description of the project’s strategy, communication and dissemination channels, tools and activities.

The work package aimed to:

- Ensure that the project’s research and practical outcomes are widely circulated to the appropriate target communities, at appropriate times, via appropriate methods.
- Engage potential stakeholders to contribute to the development, evaluation, uptake and sustainability of the LibrarIN outcomes.
- Bring together and reinforce links between different communities of policy-makers and practitioners.
- Present the project progress and results outside the scope of the LibrarIN consortium, ensuring large awareness amongst a broad range of stakeholders.
- Establish the basis for long-lasting interest and commitment to policy-making and open government.
- Establish synergies with other Horizon Europe projects on co-creation or other projects at the national or international level for sharing knowledge.

The Plan set the project’s objectives in terms of the communication and dissemination impact and defined the Key Performance Indicators (KPIs) to be monitored. The Dissemination, Communication and Sustainability Plan was used as a roadmap for all the activities that have been performed until the project’s end. LibrarIN’s sustainability was described in D6.4 Sustainability Plan, which was submitted



in month 33. In this framework, the present deliverable aims to report and offer an overview of all the dissemination and communication tools and activities that were deployed from Month 19 until Month 36 of the project.

Two-dimensional Outreach Model in Three Phases

LibrarIN followed a two-dimensional outreach model, with communication activities targeting a wider and not so specialised audience (citizens and generally people interested in LibrarIN's thematic topics) and dissemination activities targeting more specialised audiences (researchers, policy makers, practitioners). Moreover, LibrarIN's dissemination and communication strategy consisted of three phases that ran respectively from Year 1 to Year 3 of the project: a) the awareness-oriented phase, b) the result-oriented phase, and c) the sustainability & wider dissemination phase.

Communication: Supporting the LibrarIN community

Throughout the full 3 years WP6 supported WP5 to build a thriving and engaged community with its communication and outreach activities. The website provided a stable homebase for all the outputs, tools and resources stemming from the project. News items, blog posts, newsletters shared via the LibrarIN communication and social media channels and via partner organisations raised awareness for the project, its activities and outcomes. Stakeholder Panel members proved to be excellent ambassadors to further spread the outputs from the project into their networks and communities, and thereby amplifying the outreach of the projects' outcomes.

Dissemination: Research Results and Policy Recommendations

Taking into consideration LibrarIN's two-dimensional outreach model, as well as the three phases of the dissemination and communication strategy, month 19 until 36 focused mainly on disseminating the research results and policy recommendations. With the research activities coming to full fruition in the second part of the project, 27 open access publications were published before the project ended, and 22 publications are still ongoing or under review. Consortium partners actively participated in third-party events presenting a total of 32 papers or conference posters. The number of 67 magazine publications and blog posts to inform a broad audience is impressive. A total of 6 Stakeholder Panel meetings (workshops) were organised, and synergies were sought with no less than 8 other projects and initiatives.

Approaching the end of the project, the amount of output increased. More interactions with LibrarIN's stakeholder panel were arranged, obtaining their feedback and ensuring that the results and policy recommendations of LibrarIN would be relevant and actionable. Policy briefs were used to share recommendations on the different topics for policy makers, and several policy events were organised bringing together policy makers, consortium members and practitioners for discussion and exchange on a European level.



LibrarIN International Conference

Highlight of the project was the **LibrarIN International Conference on Innovation and Value Co-Creation for a New Generation of Libraries**, organised on 22nd - 23rd May 2025 at the historic University of Alcalá in Alcalá de Henares, Madrid, Spain. It brought together 150 library professionals, researchers, policymakers, and innovators from across Europe and beyond to explore the future of libraries through the lens of innovation, co-creation, and societal impact.

Sustainability

WP6 was actively engaged in securing the sustainability of LibrarIN's outcomes and results beyond the projects lifetime. D6.4 gives a detailed overview of the Sustainability Plan. LibrarIN's core goal is to equip libraries with the necessary frameworks, tools, and policy recommendations to adapt to evolving societal needs and strengthen their role as vital democratic and social hubs.

To ensure this impact lasts, the project focused on defining a clear sustainability path through co-creation and partnerships. This strategy heavily emphasised exploitation activities, specifically reaching out to the practitioner community by showcasing project outputs at major conferences (like EBLIDA 2025 and LIBER 2025) and integrating tools with associations like EBLIDA.

The main outcome of this sustainability planning was the preparation and signing of a Memorandum of Understanding (MoU) among partners and stakeholders, presented at the 7th Stakeholder Panel meeting on 30 September 2025 in Brussels. The MoU established shared commitments for the continued use and development of LibrarIN's resources and the transformation of the LibrarIN partnership and stakeholder group to a self-organised community.

Conclusion and further steps

At the end of this vibrant and successful project LibrarIN can look back at a full suite of tools, resources and guidelines that support co-creation in libraries now and in the future. The sustainability of the project results is guaranteed. The most valued outcome of the project – a Pan-European community where researchers and practitioners together found each other in their passion for co-creation in libraries – will also in the future be a place to exchange ideas, ask for support, and get inspired.

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List of Terms and Abbreviations

Abbreviation	Definition
AIT	AIT Austrian Institute of Technology
ATC	Athens Technology Center S.A.
EU	European Union
KPI(s)	Key Performance Indicator(s)
LC	The Lisbon Council
LIBER	Ligue des Bibliothèques Européennes de Recherche – Association of European Research Libraries
Q&A	Questions and Answers
RUK	Roskilde University
UAH	University of Alcalà
UKON	University of Konstanz
ULILLE	University of Lille
UM	Maastricht University
WP(s)	Work Package(s)



1. Introduction

LibrarIN aimed to discover, analyse and provide managerial and policy recommendations for transformative strategies that integrate the co-creation of value in public libraries. This was achieved by introducing a new model of public service and social innovation. The project intended to explore how to co-create value for individuals and society using design thinking and co-creation/collaboration to design and deliver innovative library services. It also identified models to resolve potential conflicts between individual values and social values. More specifically, LibrarIN aimed to:

- Provide a comprehensive and holistic theoretical framework,
- Measure and monitor transformative innovation in public libraries,
- Focus on three areas of transformation within public service co-creation in libraries,
- Generate sustainable impact in library policy and practice,
- Set up an online tracker system for the benchmarking of library value co-creation,
- Exploit the achievements of LibrarIN through a sustainable research and innovation lighthouse.

In this context, WP6 aimed to communicate and disseminate the activities and results of LibrarIN, to create awareness towards the scientific and policy community, various stakeholders, practitioners, and citizens, and hence setting the foundations for successfully delivering sustainable policy impact.

The work package main objectives were to:

- Ensure that the project's research and practical outcomes are widely circulated to the appropriate target communities, at appropriate times, via appropriate methods,
- Engage potential stakeholders to contribute to the development, evaluation, uptake and sustainability of the LibrarIN outcomes,
- Bring together and reinforce links between different communities of policy-makers and practitioners,
- Present the project progress and results outside the scope of the LibrarIN consortium, ensuring large awareness amongst a broad range of stakeholders,
- Establish the basis for long-lasting interest and commitment to policy-making and open government,
- Establish synergies with other Horizon Europe projects on co-creation or other projects at the national or international level for sharing knowledge.

A dissemination and communication strategy (*D6.1 Dissemination, Communication & Sustainability Plan*) appropriate for the nature and needs of the project was designed early in the project's lifecycle. Over the first 18 months LibrarIN has carried out traditional, large-scale dissemination and communication activities, through both online and offline channels. The results until month 18 were described in "*D6.2 Report on Dissemination and Communication Activities*".



Deliverable "D6.3 Report on Dissemination and Communication Activities v1.0" focusses on the activities in month 19 until 36 to further disseminate the results of the project, to create impact and to sustain LibrarIN's project results and community beyond the project's lifetime.

1.1. Purpose and Scope

Deliverable 6.3 describes the dissemination and communication activities that took place and briefly outlines the strategy for sustainability after the project ends October 2025 (the full strategy for sustainability was described in *D6.4 Sustainability Plan*). The deliverable outlines the dissemination and communication objectives and strategy of the reporting period. It presents the tools and activities that were undertaken to accomplish the set objectives, disseminate the project, and implement the strategy as it was set out in the deliverable "*D6.1 Dissemination, Communication & Sustainability Plan*" and followed by the actions taken place as described in the deliverable "*D6.2 Report on Dissemination and Communication Activities v1.0*". Specific attention was drawn to LibrarIN's International Conference, May 2025 in Alcalá de Henares, Madrid, Spain.

1.2. Structure of the Deliverable

The present deliverable is comprised of nine (9) sections.

Section 1 serves as an introduction and presents an overview of the objectives of WP6 regarding dissemination and communication of the project and project results, as well as the purpose and scope of the present deliverable.

Section 2 gives a high-level overview of LibrarIN's strategic dissemination and communication plan, the dissemination and communication strategy and activities at a glance. It describes the two-dimensional outreach model in three phases that was used as a framework during the project. It also briefly highlights the relevant target groups of the project. Section 3 presents the dissemination and communication activities undertaken during Month 19 - 36 of the project, including the project website and its impact, social media activities, and scientific and non-scientific dissemination & communication activities, events and activities and policy briefs, events and round tables. Specific attention is given to the LibrarIN International Conference.

Section 4 presents the 5 policy briefs that were published including the policy events and round tables that were organised to facilitate the discussion between policy makers, researchers and practitioners. Additional attention is given to the communications campaigns that accompanied the briefs and events. In section 5 the communication materials that have been created and used for dissemination purposes as being used during the reporting period materials are presented.



Section 6 shows the dissemination and communication impact assessment. The target values for the entire project are compared against values achieved by considering the Key Performance Indicators (KPIs) defined in LibrarIN's Dissemination, Communication & Sustainability Plan (D6.1), to present a final assessment.

Section 7 provides a brief overview of activities to secure the sustainability beyond the projects' lifetime. Section 8 concludes this deliverable, while Section 9 are the Annexes, with extensive background information about the successful highlight of the project the LibrarIN International Conference.

2. Strategic Dissemination and Communication Plan at a glance

This chapter presents a high-level overview of LibrarIN's dissemination and communication plan and the activities that were foreseen to be undertaken throughout the whole duration of the project. During month 19 - 36 of the project, WP6 focused its efforts on further implementing the dissemination and communication strategy and activities that will result in the most effective promotion of the project and project results at a national, European, and international level. It also prepared for sustainability of the project results and resources beyond the projects lifetime.

Although lead by the project partners of WP6, those results could only be achieved in close collaboration with the other work packages and through the contributions of all project partners.

2.1. Two-dimensional Outreach Model in Three Phases

As set out in the Deliverable "*D6.1 Dissemination, Communication & Sustainability Plan*", LibrarIN dissemination and communication strategy consisted of three phases that run respectively from Year 1 to Year 3 of the project as depicted in Figure 1 below.

- The **awareness-oriented phase** aimed at creating stakeholders 'awareness and raising public interest. During this phase, a dissemination, communication and sustainability plan was developed, a public website was created, a project identity kit was designed (including project branding, poster, templates for internal and external materials and guidelines for consortium partners), while introductory presentations at conferences and workshops to raise the awareness of the stakeholders were also organized. This phase coincides with the first year of the project.
- The **result-oriented phase** promoted the results of the project to (potentially) interested parties (including the scientific audience). During this phase, public deliverables and news were displayed on the project website for viewing and downloading in order to show the progress of the project and to keep the stakeholders updated. In addition, scientific publications were submitted to scientific journals and presentations were given at conferences and workshops.

After completing important milestones, the consortium published press releases, blog posts, and policy briefs. This phase ran through the second year of the project.

- **The sustainability & wider dissemination phase**, which took effect at the beginning of Year 3, deployed specific activities in order to ensure the sustainability of the project outcomes. To this end, a detailed sustainability plan was developed to enable the transformation of LibrarIN into a sustainable think tank (*D6.4 Sustainability Plan*) which was submitted in month 33. Different revenue streams were analysed, as well as presentations and pitches took place to potential library associations and targeted practitioner events.

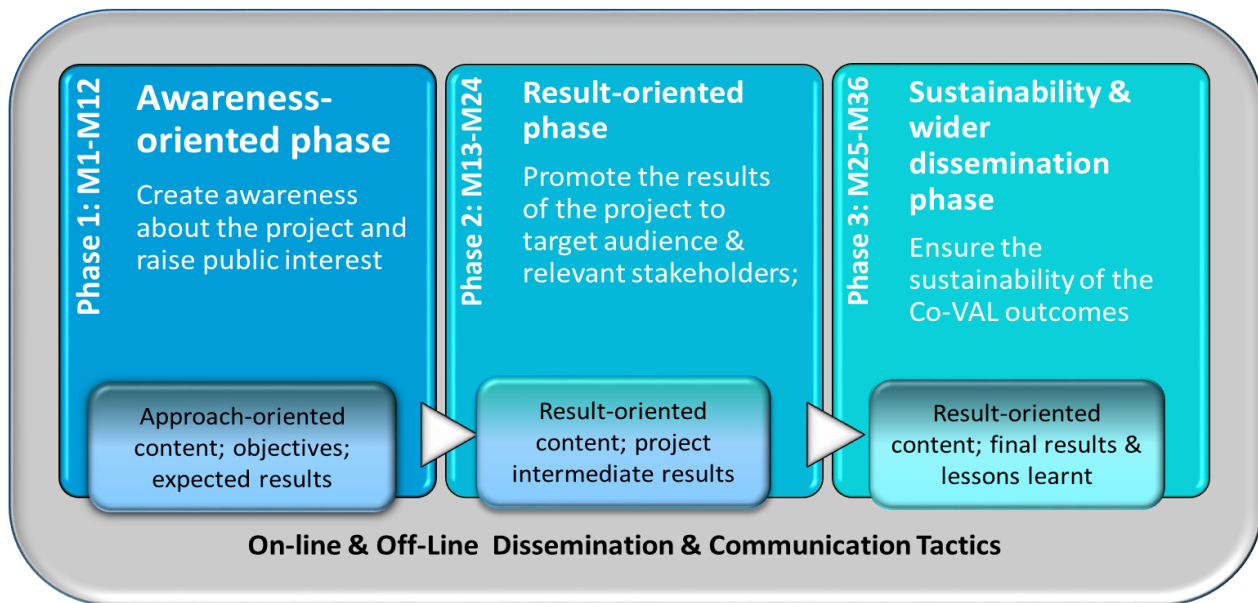


Figure 1: The three phases of LibrarIN dissemination and communication strategy

Deliverable "D6.2 Report on Dissemination and Communication Activities v1.0" constituted the first report on the project's dissemination and communication activities and its submission was placed in Month 18 at the middle of LibrarIN's lifecycle, as well as at the middle of phase two (result-oriented phase) of the dissemination and communication strategy.

During this period, dissemination and communication activities were focused on two main goals. One was to concentrate on making the project known among its different target audiences as defined and categorised in "D6.1 Dissemination, Communication & Sustainability Plan" and to raise awareness among potential stakeholders, particularly libraries, scientific and academic community and policy-makers, as well as Citizens and Students. The other goal was to bring together and reinforce links between different global communities of policy-makers and practitioners.

Making the project known was key to creating awareness for the project, getting people on board, and raising their interest in LibrarIN's work. During the entire project, communicating the projects' objectives, concepts, and results was a key task to create awareness about the project goals and

activities, the development of a highly engaged LibrarIN community and the project results. This was done through LibrarIN's main communication channels like the project website, blog, X/Twitter and LinkedIn, which enabled us to spread information about LibrarIN and to connect with a wider audience of interested individuals and groups, but also through participation and project presentations in conferences and organisation of workshops.

2.2. Target Groups

LibrarIN aimed to make significant contributions to research and policy by producing instruments to reach different **target groups** involved in co-creation and transformative innovation in libraries, both public, national and research libraries, as outlined below.

Primary group

- Libraries
- Scientific and academic community: researchers and (university) students
- Policy-makers

Secondary group

- Citizens –library end users
- Students

To target these different audiences and stakeholders in an efficient way, during the full project we have addressed the different audiences through the appropriate channels and messages presented in the following table.

Table 1: Approaching Target Groups

Target group	Tools	Main Directions for Messages
PRIMARY TARGET GROUP		
Libraries	• website • social media • newsletter	• awareness • attract • strengthen impact
Scientific and acad. community	• open access publications • conferences, conferences' publications • special issues • workshops	• awareness • attract • scientific dissemination
Policy-makers	• brochure • videos • knowledge management	• policy making • strengthen impact
SECONDARY TARGET GROUP		
Citizens & General public	• website	• awareness

Target group	Tools	Main Directions for Messages
	• social media • traditional media	• attract

The following figures (Figure 2, 3 and 4) present the dissemination and communication activities that were planned for Year 1, Year 2 and Year 3 respectively of the project. For Year 1, all the activities have been performed and concluded successfully.

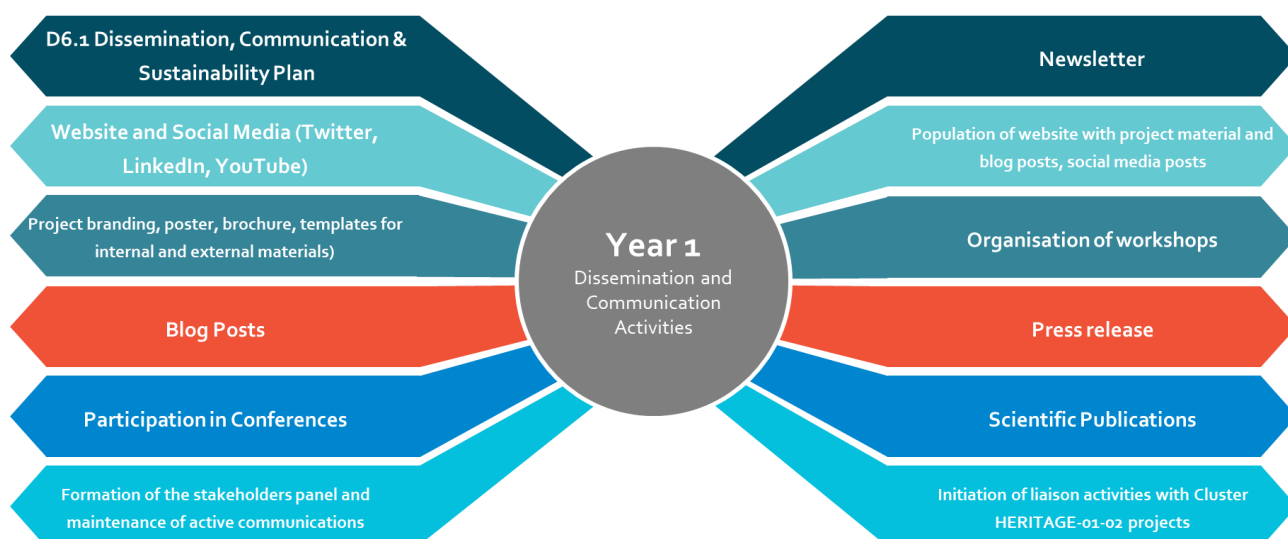


Figure 2: Overview of dissemination and communication activities for Year 1

Regarding Year 2, it should be noted that this deliverable (D6.3) covers the second half of the second year in which some of the activities presented in Figure 3 have been performed.

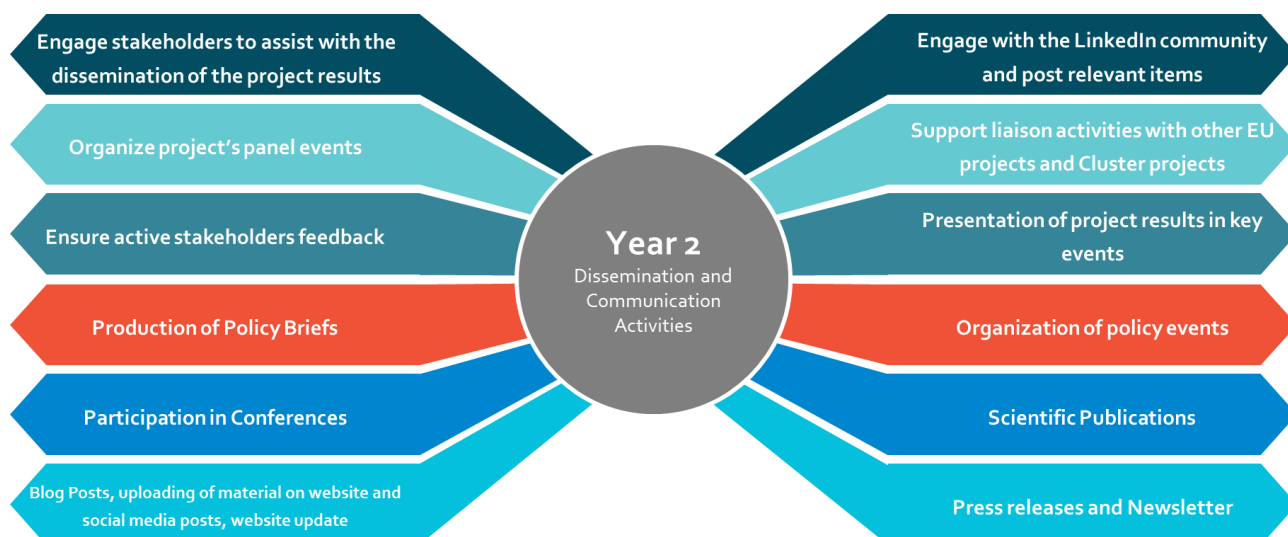


Figure 3: Overview of dissemination and communication activities for Year 2

As for Year 3, the following dissemination and communication activities were performed.

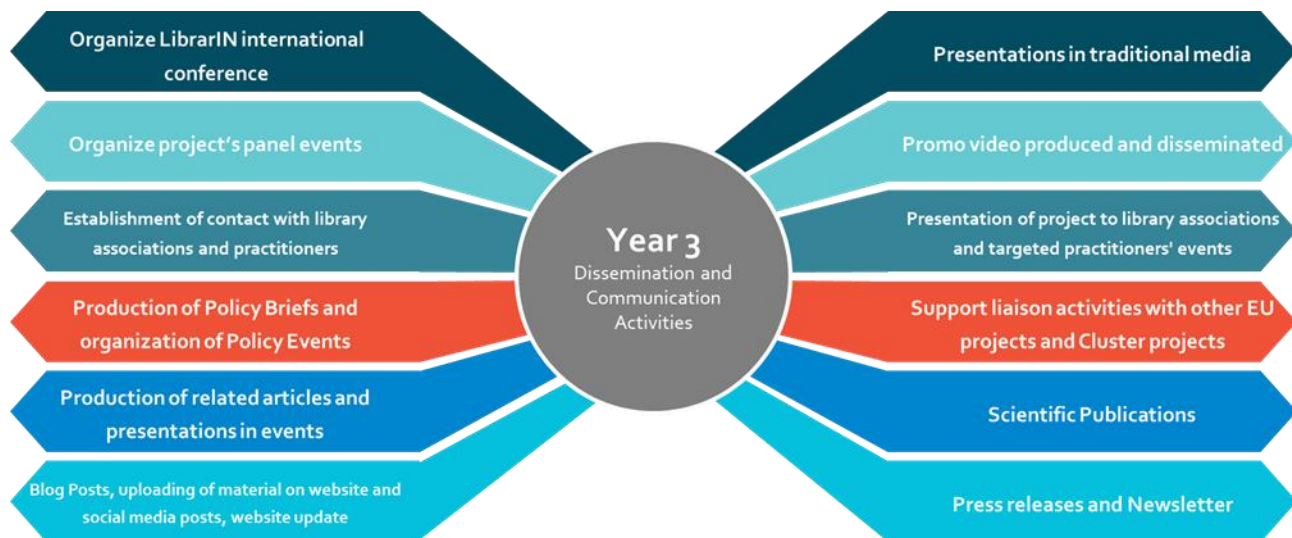


Figure 4: Overview of dissemination and communication activities for Year 3

As seen in Figures 3 and 4, the major activities for WP6 planned for month 19 - 36 of the project (May 2024 – October 2025) were as follows:

- Keep publishing information about the project on the website and blog,
- Update the website,
- Use the power of social networks to engage LibrarIN's audience and share key project activities and results (X/Twitter, LinkedIn, YouTube),
- Attend key events like conferences and deliver presentations of the project's results,
- Prepare scientific publications and articles,
- Engage with the stakeholders' panel and ensure they will provide relevant feedback,
- Publish 4 policy briefs and organise the respective policy events,
- Create and publish several press-releases; create and publish newsletters,
- Prepare presentations in traditional media such as TV, newspapers, radio, etc.,
- Organise project Stakeholder Panel events,
- Create a promo video,
- Consolidate our cooperation with other relevant EU projects and Cluster projects,
- Establish contact with library associations and practitioners and present the project to secure the sustainability of LibrarIN results,
- Organise the LibrarIN International Conference.



3. Dissemination & Communication activities

The first 18 months of the project the work package focused largely on developing communication materials, building the community and engaging with stakeholders. During month 19 to 36 WP6 concentrated primarily on raising awareness and disseminating the project results.

Section 3 gives insight in the dissemination and communication activities that have taken place during the reporting period between month 19 and 36. Subsequently the activities around the project website, social media channels, scientific and non-scientific publications, events and activities and policy briefs, events and round tables are described. Specific attention is given to the LibrarIN Final Conference that took place in May 2025.

3.1. Project Website

In this section, we describe and report on the impact of the project website which is available under the domain <https://librarin.eu/>.

3.1.1. Website

As the central node for dissemination purposes and the main dissemination and communication channel, the LibrarIN official website was built in the early stage of the project (17th January 2023). The website serves as a collaboration tool for knowledge, experience and best practice sharing, as well as for results consolidation and dissemination support. The project website is continuously maintained to provide up-to-date information and material on the project's deliveries and news. Figure 5 below presents the website's homepage.

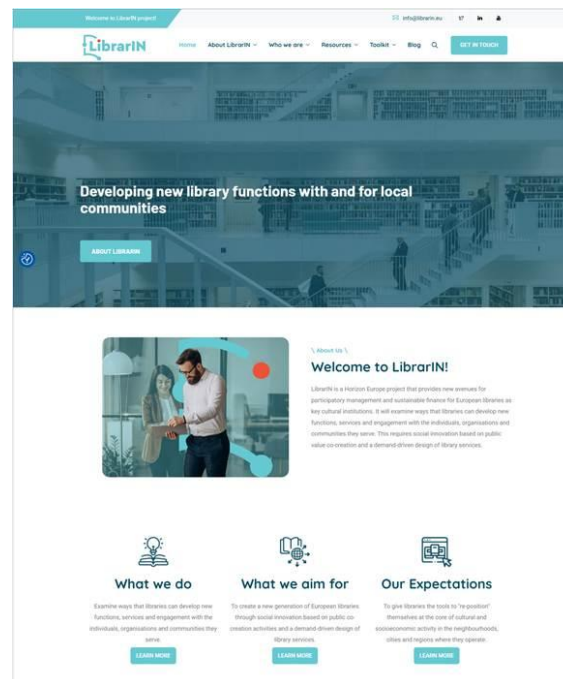


Figure 5: LibrarIN website | Homepage

During the last 18 months of the project, we have created the “Toolkit” section where visitors can access the [LibrarIN Toolkit](#), a comprehensive toolkit that was developed by the project designed to support library staff and policymakers in advancing social innovation within European libraries.

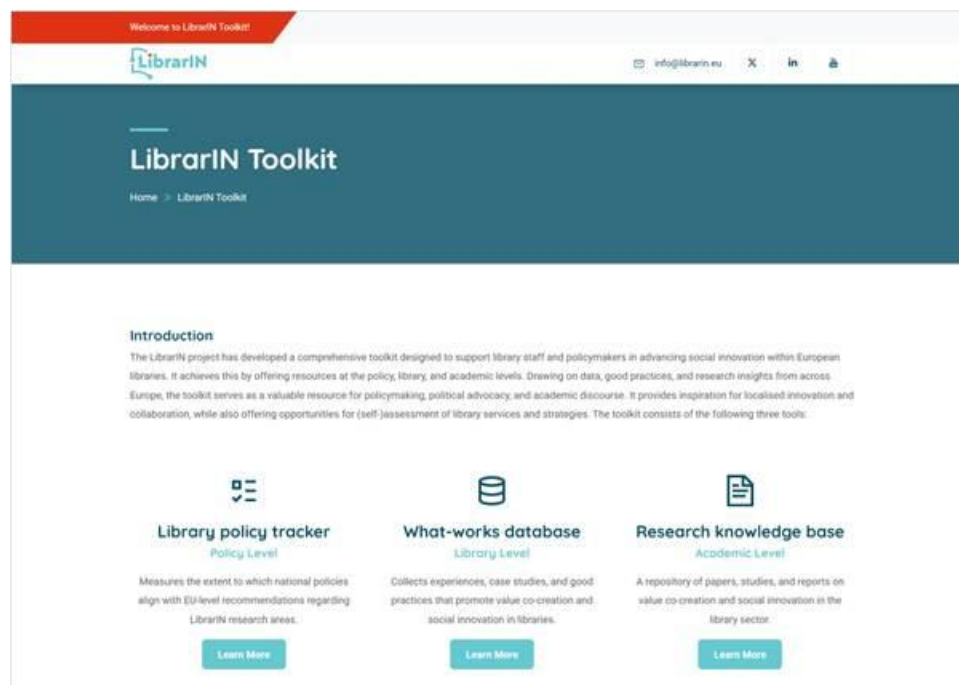


Figure 6: LibrarIN website | LibrarIN Toolkit page

The toolkit has been implemented as part of the work carried out in WP5 “Stakeholders’ co-design and validation” and consists of the following tools:

- The “[Library Policy Tracker](#)”, an interactive tool that tracks the adoption of EU library recommendations across member states, providing comparative insights and evidence-based inspiration for policymakers and libraries;
- The “[What-works database](#)”, an interactive tool that showcases inspiring experiences and good practices promoting value co-creation and social innovation in libraries across Europe;
- The “[Research knowledge base](#)”, a curated collection of research articles and publication entries related to the topics pertinent to LibrarIN, such as that of public sector co-creation, public service design, public sector innovation, and digital transformation. The knowledge base contains more than 5,400 publication entries from prominent journals and publishers and the visitor can navigate through the knowledge base repository using filtering options but also copy, print or export the entries of the repository.

Figure 7, Figure 8 and Figure 9 below present the three tools.

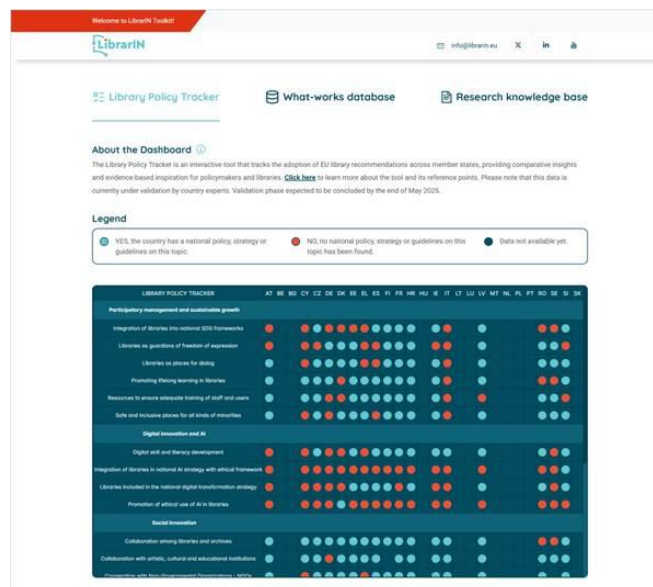
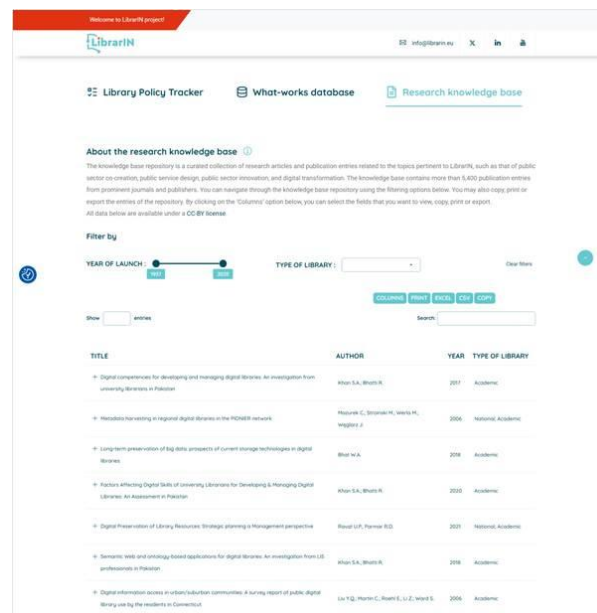
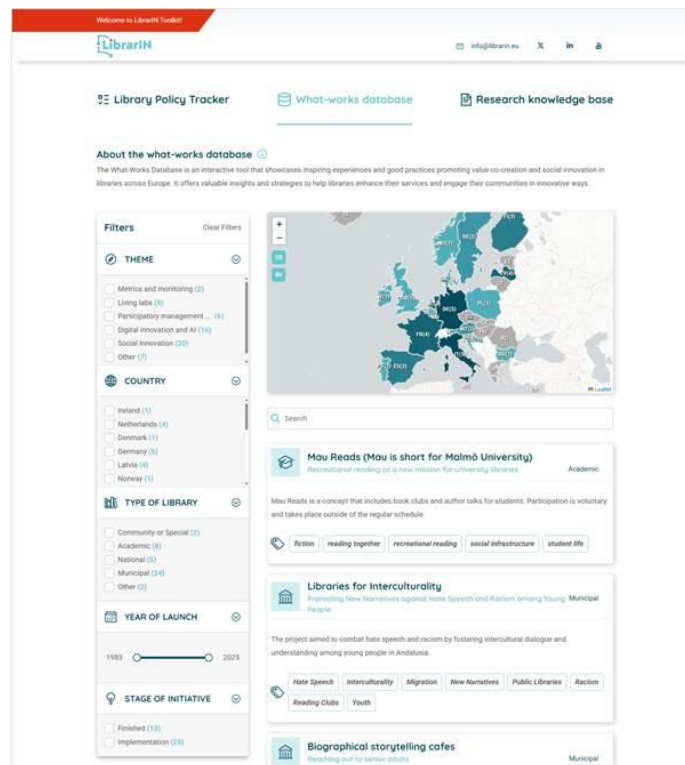


Figure 7: LibrarIN website | Library Policy Tracker page



Furthermore, the project's [Material](#), [Public Deliverables](#) and [Publications](#) pages were constantly updated during the last 18 months of the project and visitors can browse and download all material, public deliverables of the project as well as project publications (scientific publications, policy briefs, press releases).

In addition, the "[Stakeholders](#)" landing page under the "Who we are" section was constantly updated and any interested party can find the members of the LibrarIN stakeholder panel (name, picture, short bio and motivation for joining the project are provided where applicable).

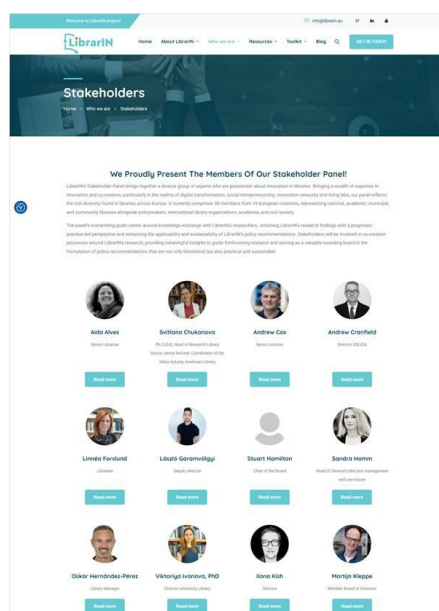


Figure 10: LibrarIN website | Stakeholders page

WP6 kept the maintenance of an active blog, where we publish interesting posts about the project and its results, as well as about project events and other developments in the fields of social innovation, co-creation, and libraries. Having a blog is one of the most effective ways to attract visitors, spread project news effectively, and regularly update the site, which increases the website's Search Engine Optimization and results in higher rankings.

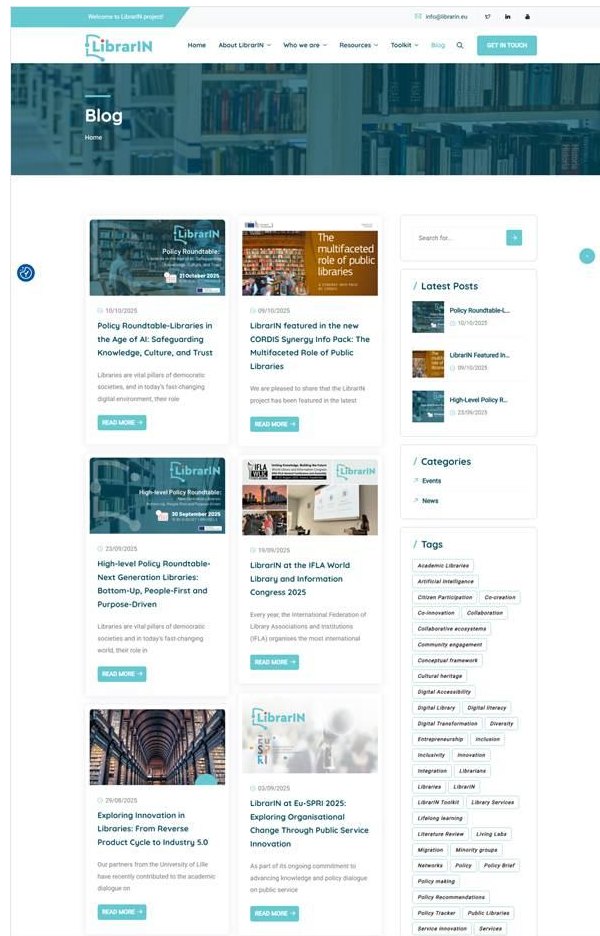


Figure 11: LibrarIN website | Blog page

3.1.2. Website analytics

This section presents figures from the Google Analytics page of the LibrarIN website for the last 18 months of the project. By the time of editing this report, a total of 4.1K new users visited the website, while the website has a total of 16K page views during the reporting period.

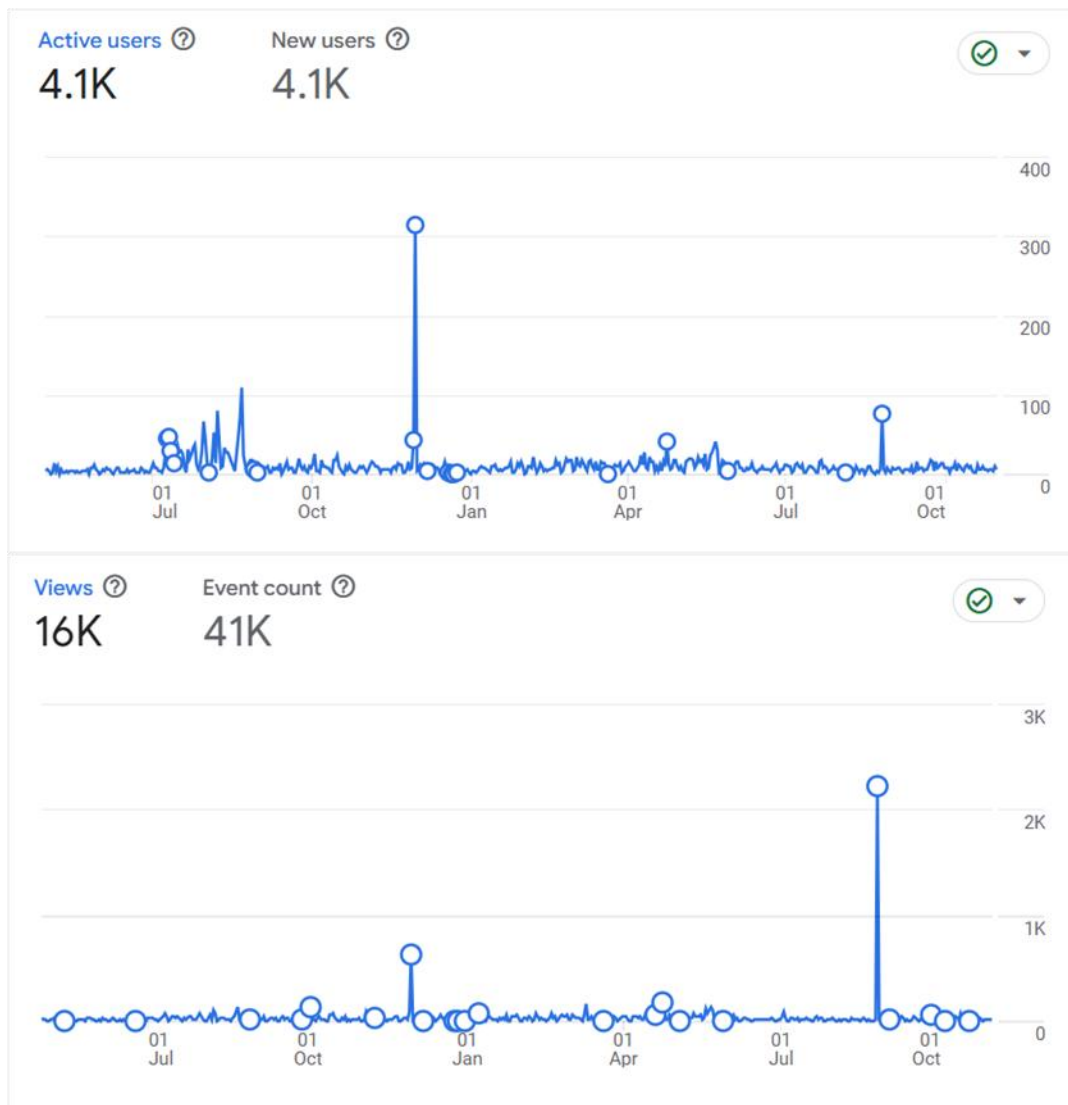


Figure 12: Overview of Google Analytics for the LibrarIN website (May 2024 - October 2025)

Regarding the geographical distribution of LibrarIN's audience, it is interesting to note that LibrarIN has achieved a wide reach, with website visitors coming from almost all over the world and covering Africa, Asia, Australia, Europe, North America and South America continents (see Figure 13 below). The top five countries with the most visitors are United States, Spain, Greece, Portugal and Netherlands, as depicted in Figure 14 below.

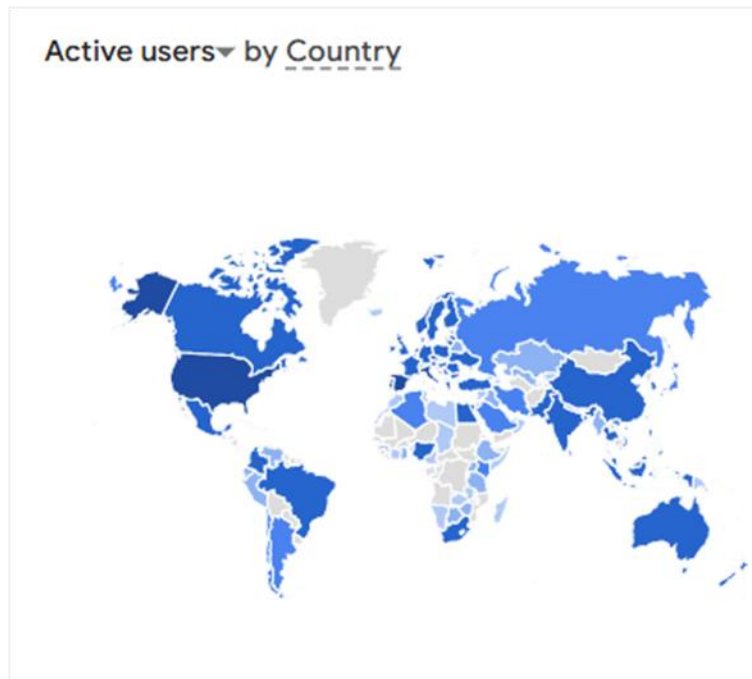


Figure 13: Overview of geographical distribution of LibrarIN website users (May 2024 - October 2025)

Country	Active users	New users	Engaged sessions	Engagement rate	Engaged sessions per active user	Average engagement time per active user	Event count All events
Total	4,141 100% of total	4,079 100% of total	3,997 100% of total	50.22% Avg 0%	0.97 Avg 0%	1m 24s Avg 0%	41,276 100% of total
1 United States	665 (16.06%)	656 (16.08%)	557 (13.94%)	74.87%	0.84	37s	3,672 (8.9%)
2 Spain	408 (9.85%)	381 (9.34%)	576 (14.41%)	47.29%	1.41	1m 31s	5,804 (14.06%)
3 Greece	260 (6.28%)	252 (6.18%)	542 (13.56%)	53.29%	2.08	2m 08s	5,437 (13.17%)
4 Portugal	205 (4.95%)	202 (4.95%)	249 (6.23%)	48.63%	1.21	1m 24s	2,322 (5.63%)
5 Netherlands	182 (4.4%)	175 (4.29%)	205 (5.13%)	42.27%	1.13	1m 05s	2,026 (4.91%)
6 Italy	176 (4.25%)	170 (4.17%)	165 (4.13%)	51.89%	0.94	1m 18s	1,621 (3.93%)
7 France	142 (3.43%)	139 (3.41%)	112 (2.8%)	52.09%	0.79	1m 24s	1,196 (2.9%)
8 United Kingdom	137 (3.31%)	133 (3.26%)	111 (2.78%)	47.44%	0.81	1m 04s	1,117 (2.71%)
9 Finland	130 (3.14%)	125 (3.06%)	88 (2.2%)	40.18%	0.68	1m 12s	981 (2.38%)
10 Germany	120 (2.9%)	116 (2.84%)	97 (2.43%)	55.11%	0.81	1m 12s	933 (2.26%)

Figure 14: Top 10 countries with the most website users (May 2024 - October 2025)

Figure 15 below presents the top referral channels for the LibrarIN website during the reporting period. Most website traffic (3.3K users) is direct or comes from organic search. Direct traffic is defined as visits with no referring website. When a visitor follows a link from one website to another, the site of origin is considered the referrer. These sites can be search engines, social media, blogs, or other websites that have links to other websites. Direct traffic categorizes visits that do not come from a referring

URL, while organic search traffic is defined as traffic coming from search engine results that is earned, not paid. Following direct and organic search, the acquisition of users (around 596) comes from referrals (other websites) and social media. This is to be expected, as LibrarIN does not use paid search results or ads, while the percentage of referrals and social media is within the normal rates for a website such as LibrarIN (academic and scientific oriented content interesting for specific audiences that are not heavy social media users).

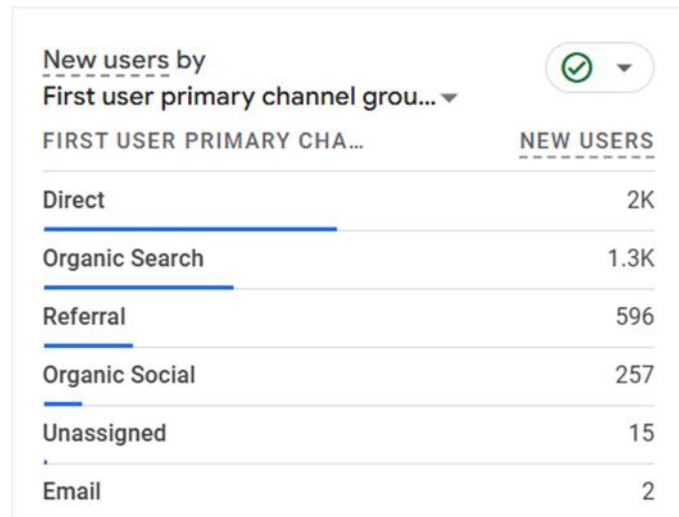


Figure 15: Top Channels for LibrarIN user acquisition (May 2024 - October 2025)

Finally, concerning the webpages that attract most of the website's users, Figure 16 below presents the list of the 10 most popular webpages within the LibrarIN website during the reporting period.

Page path and screen class +		Views	Active users	Views per active user	Average engagement time per active user	Event count All events
Total		15,586 100% of total	4,141 100% of total	3.76 Avg 0%	1m 24s Avg 0%	41,276 100% of total
1	/	6,093 (39.09%)	1,679 (40.55%)	3.63	59s	14,257 (34.54%)
2	/who-we-are/stakeholders/	556 (3.57%)	283 (6.83%)	1.96	55s	1,419 (3.44%)
3	/about-librarin/overview/	537 (3.45%)	367 (8.86%)	1.46	45s	1,250 (3.03%)
4	/blog/	515 (3.3%)	175 (4.23%)	2.94	49s	1,302 (3.15%)
5	/resources/publications/	465 (2.98%)	210 (5.07%)	2.21	38s	1,118 (2.71%)
6	/who-we-are/partners/	463 (2.97%)	329 (7.94%)	1.41	27s	1,062 (2.57%)
7	/librarin-international-conference-2025-final-program-now-available/	442 (2.84%)	240 (5.8%)	1.84	32s	1,427 (3.46%)
8	/public-library-trends-and-innovations-for-2024-a-transformative-outlook/	400 (2.57%)	346 (8.36%)	1.16	36s	1,513 (3.67%)
9	/reimagining-libraries-insights-from-the-librarin-policy-brief-on-sparking-collaboration-innovation-for-21st-century-challenges/	393 (2.52%)	301 (7.27%)	1.31	33s	1,374 (3.33%)
10	/who-we-are/stakeholders/stakeholders-panel/	389 (2.5%)	175 (4.23%)	2.22	1m 03s	934 (2.26%)

Figure 16: List of most visited webpages (May 2024 - October 2025)

Through the whole period that the website has been operating, we have a stable number of daily users with increments appearing whenever there is an important project activity. From the early stage of the project until now, a total of **6.881 users visited the website**, while the website has a **total of 12.982 sessions** and a **total of 25.025 page views** as can be seen in the table below. These numbers show that the website's performance was splendid and that our website as the main communication channel of the project has managed to fulfil its goal.

Table 2: Overview of reached numbers in LibrarIN website for M19-M36 and in total

Website	M19-M36	Total (M1-M36)
Total Users	4.161	6.881
Sessions	7.851	12.982
Pageviews	15.586	25.025

3.2. Social Media channels

LibrarIN has established an active presence in social media channels starting with the official X (formerly Twitter) account from month M1 of the project (November 2022) and the LinkedIn page from month M8 of the project (June 2023). All these media have been used to effectively reach our audiences, demonstrate the project's activities, communicate the results, publish public deliverables and announce scientific publications and achievements. In addition, early in the project, LibrarIN utilised the already existing LinkedIn group "[Public Sector Transformation](#)" that the H2020 project [Co-](#)



[VAL](#) maintained for posting selected project's results to this Community in order to increase visibility. Furthermore, a YouTube channel was created in November 2022.

3.2.1. X (formerly Twitter)

LibrarIN's X channel (https://twitter.com/LibrarIN_eu) was the first communication channel that was created. It was used as one of the main digital distribution channels besides the project's website.

During month 19 - 36 of the project, we made a deliberate decision to remain active on X, while many other initiatives and users chose to leave this channel. X continued to serve as an important communication channel to promote blog posts on project's news and events and other content published on the website as well as to share exciting articles and links around the LibrarIN domain.

Partners, stakeholder panel members and library associations (EBLIDA, IFLA, Public Libraries 2030, LIBER) used their respective X channels to directly promote activities concerning LibrarIN. The LibrarIN X channel then functioned as a central hub; reposting mentions of the project and ensured a centralized distribution of all news relating to the project.

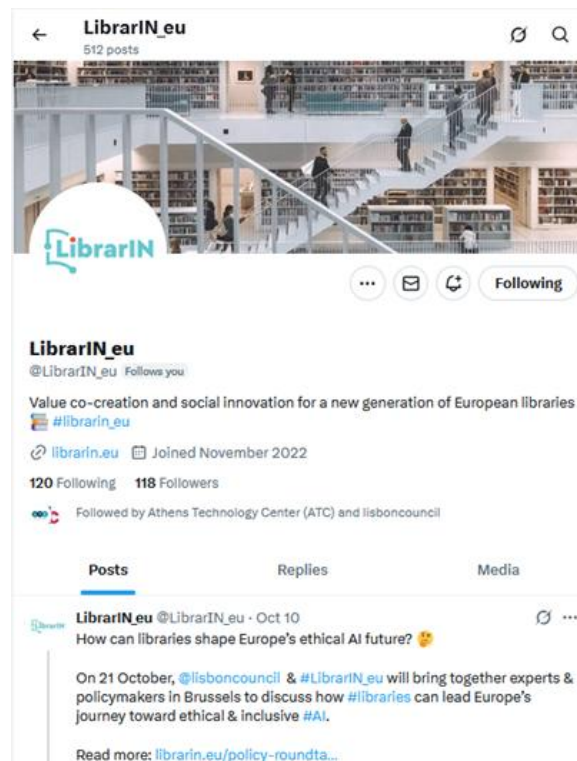


Figure 17: LibrarIN X page

By the time of editing this report, LibrarIN has posted 222 new tweets and 253 posts with retweets, gained 17 new followers and followed 32 new users during the reporting period.

Table 3: Overview of reached numbers in LibrarIN X for M19-M36 and in total

X	M19-M36	Total (M1-M36)
Number of Tweets	222	399
Posts with retweets	253	521
Followers	17	120
Following	32	120

By taking a closer look at the LibrarIN X channel, the overall number of posts sent within the project duration is 399, the total number of posts with retweets is 521, the total number of followers reached is 120 and the total number of users followed by the project is 120.

Among the most successful tweets (in terms of views) were blog posts from the LibrarIN website related to the *LibrarIN International Conference*, the *Policy Brief #1 "Reimagine Libraries: Sparking Collaboration for Innovation to Tackle Libraries' 21st Century Challenges"* and the online *"Reimagine Libraries Roundtable"*, but also announcements for *Policy Brief #1* and the *LibrarIN workshop "Revolutionising Research Library Services with Collaboration, Social Engagement, and Living Labs — The LibrarIN Guide to Innovation" at LIBER Winter Event 2024*.

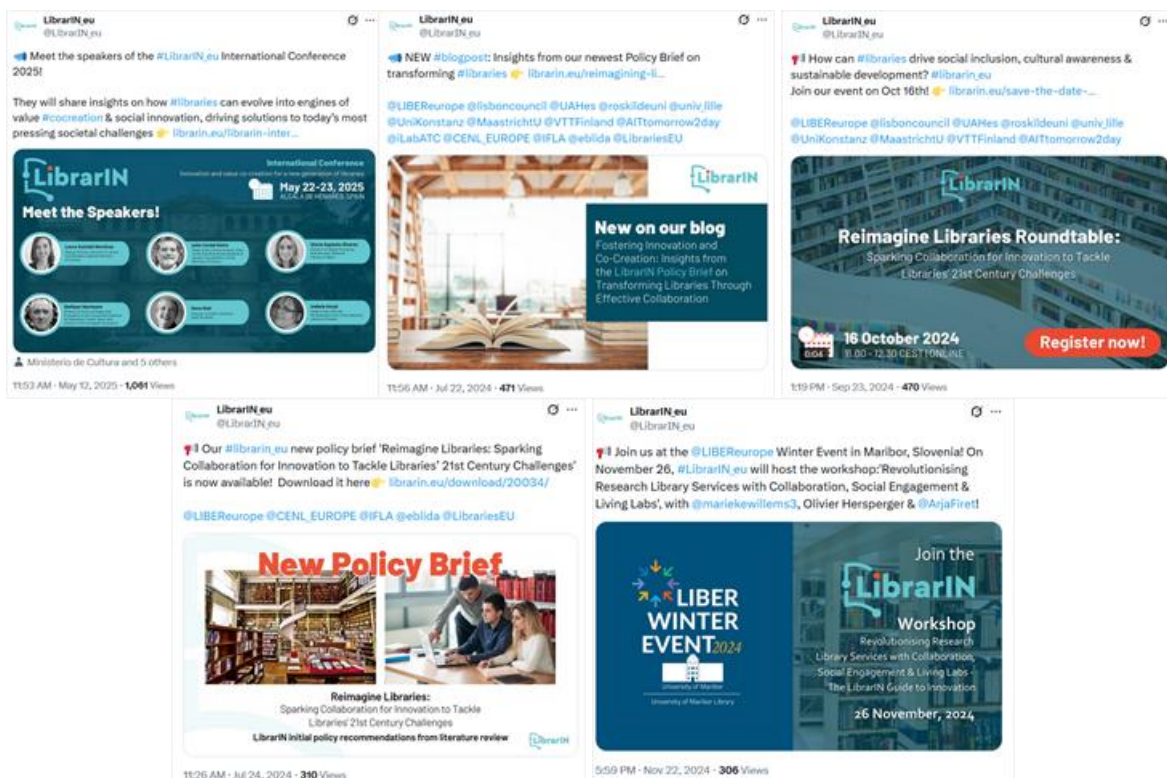


Figure 18: Examples of most successful tweets in terms of "Views" sent during M19-M36

3.2.2. LinkedIn

LibrarIN LinkedIn page (<https://www.linkedin.com/company/librarin-project>) was used to spread information about the project, reach well defined and relevant target audiences and keep connected with people interested in LibrarIN's project activities. The page was regularly updated with posts on LibrarIN's news and events, and other content published on the website as well as interesting articles and links about the project's topics. This resulted in people staying informed about the activities of the project and bringing some referral traffic from LinkedIn to the project's website.

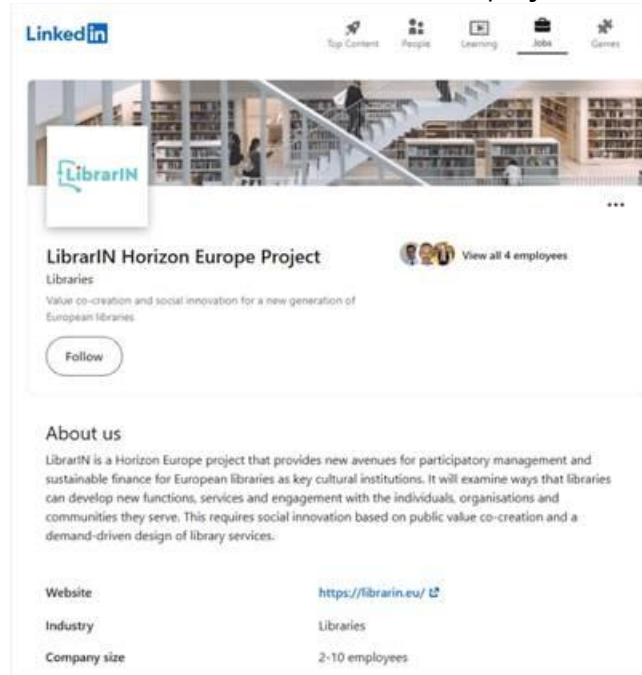


Figure 19: LibrarIN LinkedIn page

By the time of editing this report, LibrarIN has posted 147 posts and gained 411 new followers during the reporting period. The number of posts shared is 272, the number of likes gained for our posts is 1.368 and we have gained a total of 2.612 link clicks. All of this gives us a reach of 36.832 views.

Table 4: Overview of reached numbers in LibrarIN LinkedIn page for M19-M36 and in total

LinkedIn	M19-M36	Total (M8-M36)
Number of Posts	147	228
Followers	411	604
Reach	36.832	51.137
Shares	272	358
Likes	1.368	1.790
Clicks	2.612	3.333



By taking a closer look at the LibrarIN LinkedIn page, the overall number of posts sent within the project duration is 228, the total number of followers reached is 604, the number of posts shared is 358, the number of likes gained for our posts is 1.790 and the number of link clicks is 3.333. All of this gives us a reach of 51.137 views.

Among the most successful posts (in terms of impressions and members reached) were blog posts from the LibrarIN website related to the *LibrarIN International Conference (call for papers, registration, final programme, speakers)* and the online "*Reimagine Libraries Roundtable*".

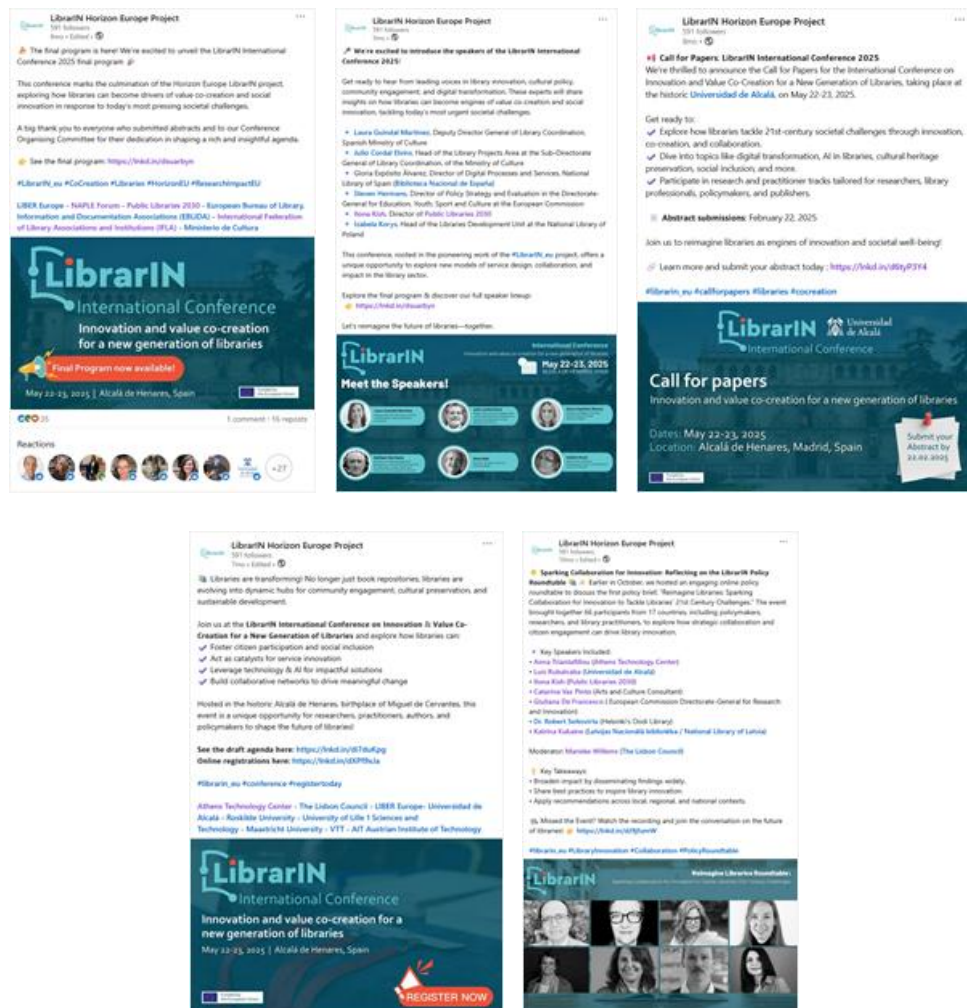


Figure 20: Examples of most successful posts in terms of "Impressions and members reached" sent during M19-M36

The project continued to post selected project's results to the LinkedIn group "[Public Sector Transformation](#)" during the reporting period to increase visibility. The LinkedIn Group moderated by ATC and LC is a private one, numbering more than 3.800 members from the policy, research and public sector communities.



3.2.3. YouTube Channel

The project created a LibrarIN channel on YouTube (https://www.youtube.com/@LibrarIN_eu) in November 2022, with the goal to publish and promote the videos that have been created in the framework of the project.

During the reporting period, the following videos have been uploaded in LibrarIN YouTube channel, which have reached 242 views in total.

- Recording of the online Policy Roundtable "*Reimagine Libraries: Sparking Collaboration for Innovation to Tackle Libraries' 21st Century Challenges*": [LibrarIN Reimagine Libraries Roundtable | 16 October 2024](#)
- Promotional –Save the date- video for the LibrarIN International Conference: [Save the Date for the LibrarIN International Conference 2025!](#)
- Promotional video: [LibrarIN: Value Co-Creation in Libraries | Explore the Toolkit for Social Innovation](#)
- Video with pictures from the LibrarIN International Conference: [LibrarIN International Conference 2025 Highlights](#)

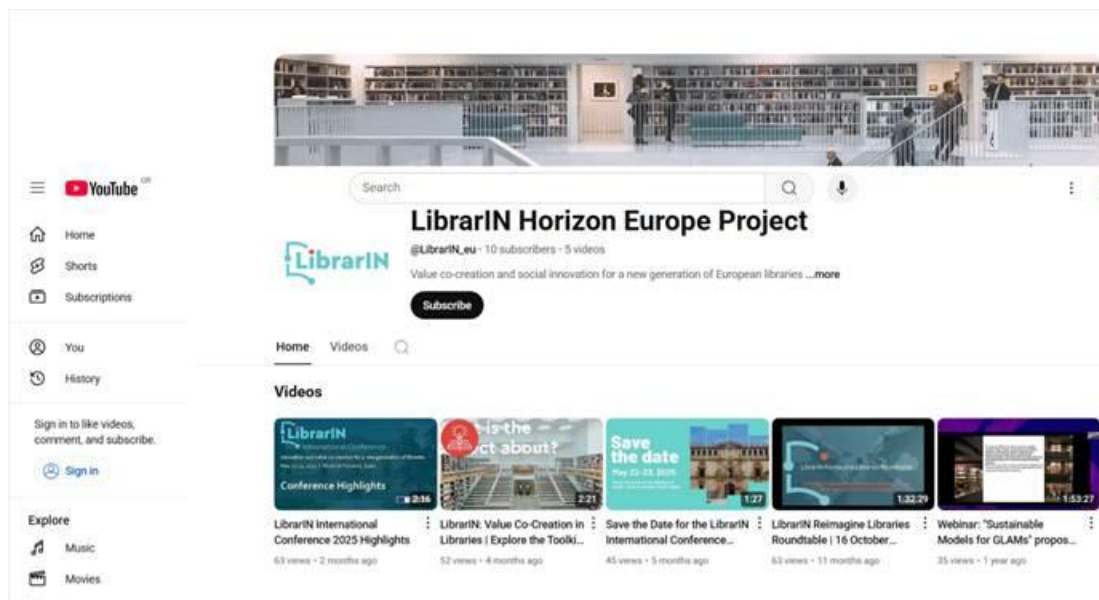


Figure 21: LibrarIN YouTube channel

3.3. Scientific publications

The results for journal articles and conference publication during the entire LibrarIN project has exceeded the expectations. The project aimed to publish in total at least 20 open access publications, 20 conference publications and 1 selected paper/issue in an international journal during the entire

project. The LibrarIN has a strong scientific focus, providing policy makers and practitioners evidence-based results valuable for implementing co-creation as a vital way to innovation. The extensive list of publications represents the result of taking this perspective.

LibrarIN project has resulted in 27 publications: 10 journal articles - of which 9 in an international journal, 1 book and 16 book chapters (to be published on 7 December 2025). All mentioned publications are open access available. Additionally, there are 22 papers submitted or on-going end of October 2025.

In the paragraphs below an overview of both published and submitted/on-going papers are presented. Publication processes take time. By presenting also the submitted and on-going papers LibrarIN shows the impact the project has made and will make in contributing to the body of evidence-based knowledge regarding to co-creation and innovation in the library sector.

3.3.1. Publications related to conceptual framework, inputs for the conceptual framework, papers on theory and concepts, and cross-WPs papers

Journal articles:

- Desmarchelier, B., Djellal, F., & Gallouj, F. (2025). Innovation in libraries: A service-oriented perspective. *Research Policy*, 54(1) <https://doi.org/10.1016/j.respol.2024.105110>
- Desmarchelier, B., Djellal, F., Gallouj, F., & Gallouj, N. (2025). Beyond the reverse product cycle: An exploration of the digital, social and spatial transformation of libraries. *Research Policy*, 54(8) <https://doi.org/10.1016/j.respol.2025.105297>
- Gupta, V., Gupta, C., Swacha, J., & Rubalcaba, L. (2024). Prototyping technology adoption among entrepreneurship and innovation libraries for rural health innovations. *Library Hi Tech*, 42(6), 1760-1795. <http://hdl.handle.net/10017/66208>
- Gupta, V., Rubalcaba, L., Gupta, C., & Pereira, L. (2024). Social networking sites adoption among entrepreneurial librarians for globalizing startup business operations. *Library Hi Tech*, 42(3), 947-974. <http://hdl.handle.net/10017/66553>
- Gupta, V. (2025). AI experimentation policy for libraries: Balancing innovation and data privacy. *Public Library Quarterly*, 1-21. <https://doi.org/10.1080/01616846.2024.2445356>
- Gupta, V. and Gupta C. (2023). *Transforming Entrepreneurial Research: Leveraging Library Research Services and Technology Innovations for Rapid Information Discovery*. Online Information review, Emerald, 48(3), pp. 491-499, 2023. <http://hdl.handle.net/10017/66210>

Submitted or on-going:

- Solano, E., Montealegre, G., Tuominen, T., Hyytinen, K., Rubalcaba, L. and Windrum, P. Value co-creation and innovation. How close are they? Completed. To be submitted

- Tuominen, T.; Hyytinen, K. and Windrum, P.: Libraries in a changing society: resourcing value propositions for viability and societal relevance. In review, Public Management Review.
- Windrum, P., Fuglsang, L., Arundel, A. Es-Sadki, N. and Rubalcaba, L. Styles of innovation in public libraries. Ongoing
- Windrum, P., Tuominen, T., Hyytinen, K., Vainikainen, S., Solano, E., & Rubalcaba, L. Lost-in-Translation: A Scientometric Method for Identifying the Drivers and the Dynamics of Service Innovations with an Application to Public Library Services. Completed. To be submitted Available at SSRN 5333296.

3.3.2. Publications related to empirical work in WP3

3.3.2.1. Digital transformations

Book:

I. Mergel & C. Schmidt (Eds.), *AI Innovations in Public Services: The Case of National Libraries*. Springer Nature. TO BE PUBLISHED ON 7 DEC 2025

Book chapters:

- Triantafulou, A., & Mureddu, F. (2025). Preface to *AI Innovations in Public Services: The Case of National Libraries*. In I. Mergel & C. Schmidt (Eds.), *AI Innovations in Public Services: The Case of National Libraries*. Springer Nature.
- Scupola, A. (2025). Applying AI to increase cultural accessibility: The postcard project at the Royal Danish Library. In I. Mergel & C. Schmidt (Eds.), *AI Innovations in Public Services: The Case of National Libraries*. Springer Nature.
- Mergel, I., Kühler, J., Schumann, A.-L., & Nitsch, C. (2025). Automated subject cataloguing at the German National Library. In I. Mergel & C. Schmidt (Eds.), *AI Innovations in Public Services: The Case of National Libraries*. Springer Nature
- Schumann, A.-L., & Mergel, I. (2025). AI-supported automated subject indexing and metadata management with Annif and Finto AI at the National Library of Finland. In I. Mergel & C. Schmidt (Eds.), *AI Innovations in Public Services: The Case of National Libraries*. Springer Nature
- Scupola, A. (2025). Visual discovery through AI: Unlocking the postcard archive at the National Library of Sweden. In I. Mergel & C. Schmidt (Eds.), *AI Innovations in Public Services: The Case of National Libraries*. Springer Nature.
- Scupola, A. (2025). From data to AI-based discovery: The Maken Project at the National Library of Norway. In I. Mergel & C. Schmidt (Eds.), *AI Innovations in Public Services: The Case of National Libraries*. Springer Nature.

- Schumann, A.-L., & Mergel, I. (2025). The retrocatalography project: Combining AI with the Microsoft Power Platform at the Belgian National Library. In I. Mergel & C. Schmidt (Eds.), *AI Innovations in Public Services: The Case of National Libraries*. Springer Nature.
- van der Vaart, B., & Schmidt, C. (2025). AI for access: Strategic innovation at the Dutch National Library. In I. Mergel & C. Schmidt (Eds.), *AI Innovations in Public Services: The Case of National Libraries*. Springer Nature.
- Henry, A. (2025). How to make millions of documents accessible through AI and a digital library? The case of Gallica at the French National Library. In I. Mergel & C. Schmidt (Eds.), *AI Innovations in Public Services: The Case of National Libraries*. Springer Nature
- Schmidt, C. (2025). From metadata to meaning: Applying AI in the National Library of Estonia. In I. Mergel & C. Schmidt (Eds.), *AI Innovations in Public Services: The Case of National Libraries*. Springer Nature.
- Peralta, A. (2025). Implementing AI in the National Library of Spain: The ETSO Project and stylometric analysis of Golden Age theater. In I. Mergel & C. Schmidt (Eds.), *AI Innovations in Public Services: The Case of National Libraries*. Springer Nature
- Kühler, J., & Mergel, I. (2025). Accessing 19th century library collections with the “Living with Machines” project at the British Library. In I. Mergel & C. Schmidt (Eds.), *AI Innovations in Public Services: The Case of National Libraries*. Springer Nature.
- Kühler, J., Schumann, A.-L., & Mergel, I. (2025). Exploring computational descriptions for metadata creation for e-books at the Library of Congress. In I. Mergel & C. Schmidt (Eds.), *AI Innovations in Public Services: The Case of National Libraries*. Springer Nature
- Mergel, I., Kühler, J., Schumann, A.-L., & Schmidt, C. (2025). Recommendations for AI implementation in libraries. In I. Mergel & C. Schmidt (Eds.), *AI Innovations in Public Services: The Case of National Libraries*. Springer Nature.
- Anducas, M., Silvestrini, E., & Willems, M. (2025). LibrarIN toolkit for policymakers and innovators in libraries. In I. Mergel & C. Schmidt (Eds.), *AI Innovations in Public Services: The Case of National Libraries*. Springer Nature.

Submitted or on-going

- Mergel, I. et. al, A Systematic Literature Review of the current literature (2013-2023) on digital library services. Work in Progress- to be submitted to an international journal
- Mergel, I. et. al, AI implementation in National Libraries Work in Progress- to be submitted to an international journal
- Scupola, A. AI-based Digital Transformation and Implications for Service Innovation: The case of the Royal Danish Library, Work in Progress- to be submitted to an international journal



- Liefoghe, C., (not published yet). "Bibliothèques publiques et territoires à l'ère numérique : innovations, démocratie et jeux de pouvoirs. (Public libraries and territories in the digital age: innovations, democracy and power games)". Géographie et culture

3.3.2.2. Publications related to social innovation

Journal articles

- Desmarchelier, B., Djellal, F., & Gallouj, F. (2024). Public Libraries as Social Innovators. *Public Library Quarterly*, 44(1), 1–20. <https://doi.org/10.1080/01616846.2024.2357399>
- Desmarchelier B., Djellal F., Gallouj F. (2025), Filter bubbles as a vector of tradition? Decoding opinion dynamics with agent-based modelling, *Journal of Computational Social Science*, vol. 8, article 88, <https://doi.org/10.1007/s42001-025-00422-7>

Submitted or on-going

- Desmarchelier B., Djellal F., Gallouj F., Liotard I (2025), The Dynamic of Social Innovations: a network-based perspective, Submitted to The European Journal of Social Science.
- Gallouj, F., Desmarchelier, B., Djellal, F., Gallouj, N. (2026), Innovation in Public Libraries in light of the Triple Transition: Social, Digital, And Green, in Marasco, A. and Gallouj, F. (Eds) Cultural, Creative and Tourism Services in the Triple Transition Edward Elgar Publishing Ongoing
- Desmarchelier, B., Djellal, F., Gallouj, F. Gallouj, N. Defining and assessing public library performance: A framework for navigating the profusion of indicators, Completed paper to be submitted.
- Desmarchelier, B., Djellal, F., Gallouj, F. Gallouj, N. Defining and typifying social innovation in public services: insights from European cases, Completed paper to be submitted.

3.3.2.3. Publications related to living labs

Book chapter:

- Fuglsang, L., & Hansen, A. V. (Accepted/In press). Mediated social innovation in public libraries. In P. Windrum, K. Hyytinen, A. Seisto, & T. Tuominen (Eds.), *Edward Elgar Handbook of Social Innovation in Services* Edward Elgar Publishing <https://forskning.ruc.dk/en/publications/mediated-social-innovation-in-public-libraries/>

Submitted or on-going

- Fuglsang, L., Hansen, A.V., Hersperger, O., Hyytinen, K., Liefoghe, C., Sadano, D.G., Scharinger, D., Tuominen, T., Triantafillou, A., Wasserbacher, D. & Windrum, P., Guided public innovation: A novel practice-based approach to public innovation as service practice innovation in libraries (submitted to top journal, under review)

- Fuglsang, L., Hartley, J., Geuijen, Rønning, R., The politics and patterns of public innovations, The case of libraries. (almost completed)
- Fuglsang, L., Tuominen, T., Hyytinen, K., Hansen, A.V., Windrum, P., Enacting public value and co-creation in practice. The case of libraries (submitted to good q1 journal)
- Hansen, A.V., Fuglsang, L., Scupola, A. & Thorbjørnsen. S., Exploring the democratic ethos of public libraries through orders of worth: cases from Denmark (submitted to good library journal, under review)

3.3.2.4. *Publications related to international survey (WP4)*

Submitted or on-going

- Arundel, A., Es-Sadki, N., Windrum, P., and Rubalcaba, L. Co-creating service innovations in European public libraries. Submitted to Public Management Review.
- Windrum, P., Es-Sadki, N., Fuglsang, L., Rubalcaba, L. and Arundel, A. Styles of innovation in public libraries. Ongoing
- Arundel, A., Gago, D. and Es-Sadki, N: Developing service innovations in academic libraries: The usefulness of knowledge from library users. Ongoing
- Notten, A., Es-Sadki N. and Arundel, A: Innovation, skill gaps and co-creation in small public libraries. Ongoing
- Es-Sadki, N., Arundel, A., Suarez, C. and Windrum, P. The effect of user participation and other factors on the outcomes of public library innovations.
- Suarez, C., Es-Sadki, N., Arundel, A., and Rubalcaba, L. The effect of user participation and other factors on the outcomes of academic library innovations.

3.3.3. Conference publications

LibrarIN partners used conferences to further disseminate results and outcomes of the project in a successful way. A broad range of conferences was attended, and the opportunity was taken to submit proposals for active engagement with the programme of the conference.

The KPIs regarding to conference publications for the entire project period was a minimum of 20. During the project in total 29 conference publications were delivered during this reporting period: 15 contributions to the LibrarIN Congress in May 2025 and 14 at other international congresses and conferences. During the entire project a total of 32 conference publications were published. The number of publications corresponds with the conference attendance under 3.5.1 LibrarIN and Third-party events.



LibrarIN international conference in Alcalá

- Desmarchelier, B., Djellal, F., Gallou, F., Liotard, I., (2025), The Dynamic of Social Innovations: a network-based perspective, *LibrarIN International Conference*, Alcalá University, Spain, May 22-23 2025 , Book of Abstracts, https://librarin.eu/wp-content/uploads/2025/07/LibrarIN_Book_of_abstracts.pdf
- Es-Sadk, N., Arundel, A. (2025), Innovation and co-creation with users in European academic and public libraries: empirical survey results, *LibrarIN International Conference*, Alcalá University, Spain, May 22-23 2025 , Book of Abstracts, https://librarin.eu/wp-content/uploads/2025/07/LibrarIN_Book_of_abstracts.pdf
- Fuglsang, L., Tuominen, T., Hyytinen, K., Vorre Hansen, A., Windrum P.(2025), Drivers of public sector co-creation and innovation: The case of public libraries, *LibrarIN International Conference*, Alcalá University, Spain, May 22-23 2025 , Book of Abstracts, https://librarin.eu/wp-content/uploads/2025/07/LibrarIN_Book_of_abstracts.pdf
- Fuglsang, L., Tuominen, T., Hyytinen, K., Vorre Hansen, A., Windrum, P. (2025), Navigating tensions in developing public value co-creation practices: The case of the public library, *LibrarIN International Conference*, Alcalá University, Spain, May 22-23 2025 , Book of Abstracts, https://librarin.eu/wp-content/uploads/2025/07/LibrarIN_Book_of_abstracts.pdf
- Gago-Saldaña, D.(2025), Public Value Creation and the Role of User Co-Creation & Co-Innovation in Public Libraries: Experiences from Medialab-Tabakalera and the Library Living Lab, *LibrarIN International Conference*, Alcalá University, Spain, May 22-23 2025 , Book of Abstracts, https://librarin.eu/wp-content/uploads/2025/07/LibrarIN_Book_of_abstracts.pdf
- Gupta , V. and Rubalcaba, L. (2025), AI Adoption in Libraries for Business Support: Co-Creation, Structured Experimentation, and Monitoring & Evaluation, *LibrarIN International Conference*, Alcalá University, Spain, May 22-23 2025 , Book of Abstracts, https://librarin.eu/wp-content/uploads/2025/07/LibrarIN_Book_of_abstracts.pdf
- Liefoghe, C.(2025), The future of public libraries in the digital age: innovation networks and policies in France and Quebec Province (Canada), *LibrarIN International Conference*, Alcalá University, Spain, May 22-23 2025 , Book of Abstracts, https://librarin.eu/wp-content/uploads/2025/07/LibrarIN_Book_of_abstracts.pdf
- Peralta, A.(2025), AI Tools Supporting Libraries for Sustainable Development, *LibrarIN International Conference*, Alcalá University, Spain, May 22-23 2025 , Book of Abstracts, https://librarin.eu/wp-content/uploads/2025/07/LibrarIN_Book_of_abstracts.pdf
- Peralta, A., Rubalcaba, L., (2024). Networks for Innovation and a Public Service Organization Example from Healthcare, *the XXXIV International RESER Conference will take place in Helsinki, hosted by the VTT Technical Research Centre of Finland*, 31 to November 2, 2024, https://reser.net/wp-content/uploads/2024/10/RESER2024_Helsinki_Programme.pdf
- Schartinger, D., Wasserbacher, D., Windrum P. (2025), Beyond the shelveable. A resource-based view on innovation in libraries, *LibrarIN International Conference*, Alcalá University, Spain, May 22-23 2025 , Book of Abstracts, https://librarin.eu/wp-content/uploads/2025/07/LibrarIN_Book_of_abstracts.pdf



- Scupola, A.(2025), AI-based Digital Transformation and Implications for Service Innovation: The case of the Royal Danish Library, *LibrarIN International Conference, Alcala University, Spain, May 22-23 2025* , Book of Abstracts, https://librarin.eu/wp-content/uploads/2025/07/LibrarIN_Book_of_abstracts.pdf
- Solano, E., Montealegre G., Rubalcaba L., Hyytinen, K., Tuominen, T., Vainikainen S., Windrum, P. (2025), Innovation and co-creation in academic libraries. How close they are?, *LibrarIN International Conference, Alcala University, Spain, May 22-23 2025* , Book of Abstracts, https://librarin.eu/wp-content/uploads/2025/07/LibrarIN_Book_of_abstracts.pdf
- Tuominen, T., Hyytinen, K., Windrum, P. (2025), Libraries in a changing societal landscape: resourcing value propositions for viability and societal relevance, *LibrarIN International Conference, Alcala University, Spain, May 22-23 2025* , Book of Abstracts, https://librarin.eu/wp-content/uploads/2025/07/LibrarIN_Book_of_abstracts.pdf
- Vorre Hansen, A., Fuglsang, L., Scupola, A., Thorbjørnsen, S., (2025), Exploring the democratic ethos of public libraries through orders of worth: cases from Denmark, *LibrarIN International Conference, Alcala University, Spain, May 22-23 2025* , Book of Abstracts, https://librarin.eu/wp-content/uploads/2025/07/LibrarIN_Book_of_abstracts.pdf
- Willems, M., Silvestrin, E., Anducas, M.,(2025), The LibrarIN Toolkit. Driving social innovation in European Libraries, *LibrarIN International Conference, Alcala University, Spain, May 22-23 2025* , Book of Abstracts, https://librarin.eu/wp-content/uploads/2025/07/LibrarIN_Book_of_abstracts.pdf

Other international congresses and conferences

RESER conferences

- Desmarchelier, B., Djellal, F., Gallouj, F. Gallouj, N. (2025) Defining and assessing public library performance: A framework for navigating the profusion of indicators, Communication to the Rome RESER Conference, 28-31 October 2025.
- Scupola, A. (2025), Unlocking innovation: how AI adoption transforms digital services in national libraries, RESER (The European Association for REsearch on SERvices), 29th to 31st October 2025, Tor Vergata University, Rome, Italy
- Suominen, A., Hyytinen, K., & Tuori, H. (Eds.) (2025). Co-creating sustainable solutions for Future-proof Societies: *The European Association for REsearch on SERvices (RESER), 34th International RESER Conference: Conference proceedings*. VTT Technical Research Centre of Finland. <https://doi.org/10.32040/2025.978-951-38-8843-5>
- Mergel, I., Schumann, A.L., Kühler, J., Schmidt, C., Henry, A., Scupola, Peralta, A., Van der Vaart, B., (2024) Digital Transformation of National Library Services with AI, extended abstract, RESER (The European Association for REsearch on SERvices), 31 October to 02 November 2024, VTT, Espoo, Finland <https://publications.vtt.fi/julkaisut/muut/2025/Reser%202024%20Conference%20Proceedings%201.pdf>



- Montealegre G., Rubalcaba L., Solano E., Hyytinen K., Tuominen T., Windrum P. (2024). Bibliometric Analysis of Innovation in Academic Libraries: A Study of the Period 2003-2023, *the XXXIV International RESER, Helsinki, hosted by the VTT Technical Research Centre of Finland*, 31 to November 2, 2024, <https://publications.vtt.fi/julkaisut/muut/2025/Reser%202024%20Conference%20Proceedings%201.pdf>
- Fuglsang, L., Hyytinen, K., Tuominen, T. (2024). The library as a space for public value co-creation. RESER (The European Association for REsearch on SERvices), 31 October to 02 November 2024, VTT, Espoo, Finland <https://publications.vtt.fi/julkaisut/muut/2025/Reser%202024%20Conference%20Proceedings%201.pdf>
- Windrum, P., Tuominen, T., Hyytinen, K., Vainikainen, S., Solano, E., & Rubalcaba (2024), L. Lost-in-Translation: A Scientometric Method for Identifying the Drivers and the Dynamics of Service Innovations with an Application to Public Library Services, *the XXXIV International RESER Conference, Helsinki, hosted by the VTT Technical Research Centre of Finland*, 31 to November 2, 2024 <https://publications.vtt.fi/julkaisut/muut/2025/Reser%202024%20Conference%20Proceedings%201.pdf>

Professional associations congresses and conferences

- Anducas, M. (2025). The LibrarIN Toolkit: Driving Collaboration Beyond Library Borders [paper presentation]. *IFLA Annual Conference, Astana, Kazakhstan* (18 – 22 August 2025) [IFLAWLIC2025 - Program](#)
- Triantafyllou, A., Willems, M. (2025) Networking Power Session [presentation] *LIBER 2025 Annual Conference, Lausanne, Switzerland* (2 – 4 July 2025) [20250626 LIBER25 Programme A5-1.pdf](#)
- Willems, M. (2025). LibrarIN Value co-creation and social innovation for a new generation of European Libraries [paper presentation]. *EBLIDA Annual Conference, Riga, Latvia* (7 – 9 April 2025) [33rd EBLIDA Council and Annual Conference - Sciencesconf.org](#)
- Willems, M., Anducas, M., Firet, A., Hersperger, O. Revolutionising Research Library Services with Collaboration, Social Engagement, and Living Labs – The LibrarIN Guide to Innovation [Presentation]. *LIBER Winter Event, Maribor, Slovenia* (26 – 27 November 2024) [Revolutionising Research Library Services with Collaboration, Social Engagement, and Living Labs—The LibrarIN Guide to Collaborative Innovation](#)

Other international congresses and conferences

- Henry, A. (2025) IA dans les bibliothèques : tour d'horizon des expérimentations en Europe [paper presentation]. *Journée d'études à l'INSPÉ de l'académie de Bordeaux*, « L'IA dans les espaces documentaires et bibliothéconomiques : entre imaginaires et pratiques engagées »,



Université de Bordeaux, 2024, November 6 France https://www.inspe-bordeaux.fr/download_file/force/b2fdco67-99be-4f6b-95cb-25a2e0e30562/3290

- Schartinger, D., Windrum, P., Hyytinen, K., Tuominen, T.; and Wasserbacher, D. (2025) Public service organisations in transformation: lessons learned from public libraries [paper presentation]. *The Eu-SPRI Forum Annual Conference 2025* (11 – 13 June 2025) [EuSPRI-2025-Conference-Pack_final.pdf](#)
- Fuglsang, Lars, Kirsi Hyytinen, Tiina Tuominen, Anne Vorre Hansen, Paul Windrum: Navigating tensions in public value co-creation: the role of scripts. IRSPM conference, 7 – 9 April 2025 in Bologna, Italy.

3.4. Magazine publications and blog posts

The LibrarIN project aimed to disseminate the outcomes and results via non-scientific publications such as practitioner magazines or other formats. For this purpose, the project explored various ways of reaching their audience and decided that not only magazines but also online publications - like blog posts - resonated well with the targeted communities.

The target for the project was to publish at least 20 magazine publications and blogs. For the full three years a total of 67 non-scientific publications were published: 3 magazine publications and 64 blog posts. For the reporting period Month 19 – 36 there were 42 publications.

3.4.1.1. Magazine Publications

During the project, 3 magazine articles were published, all in month 19 – 36. This is slightly less than expected (the target was 5). Experience was that often the information was already disseminated via online communication formats and channels and through the vast number of LibrarIN blog posts (see 3.4.1.2). This reduced the need to publish in magazines: the knowledge was already received by the target group of practitioners. A deliberate decision was taken to focus on those communication formats that reached a larger audience as fast as possible, which explains the large number of blog posts presented below in relation to the output on magazine publications.

- Desmarchelier B., Djellal F., Gallouj F. (2025), Social innovations in public libraries : a keystone of knowledge societies, World Library (in Korean). <https://librarian.nl.go.kr/LI/contents/L30201000000.do?schM=view&page=1&viewCount=9&id=51700&schBdcode=&schGroupCode=>
- Henry, A. (2025). La place de l'IA dans les bibliothèques : état des lieux des bibliothèques nationales en Europe. InterCDI, 313
- EU publication 'The multifaceted role of Libraries. A Synergy Info Pack by CORDIS' (2025). Discover the projects working to strengthen Europe's public libraries | News | CORDIS |

European Commission. <https://cordis.europa.eu/article/id/461123-discover-the-projects-working-to-strengthen-europe-s-public-libraries>

3.4.1.2. LibrarIN Blog Posts

LibrarIN maintains a very active blog on its website, where project-related news is published, along with project events, other developments in the fields of social innovation, co-creation, and libraries and more. The blog has published 39 blog posts during the reporting period (out of the total 64 within the project's duration) with the aim to disseminate project results and news, increase engagement, and drive additional traffic to LibrarIN website. As such, LibrarIN blog is one of the main channels for attracting new visitors to the website and disseminating project news and results.

In total, from May 2024 to October 2025 the project's blog received 515 views (out of the total 989 views within the project's duration). Figure 22 presents an example of one of our blog posts with higher engagements.



Figure 22: Example of blog post on LibrarIN blog

3.5. Events and Activities

Under the 'Events and Activities' paragraph we present the activities that were performed in the reporting period regarding to attendance of third-party events, organising Workshops/Stakeholder Panel meetings, synergies at national or international levels for sharing knowledge and partner activities. Much attention is given to a highlight of the project: the LibrarIN International Conference that was organised in Alcalá de Henares, Spain, 22 – 23 May 2025.



3.5.1. LibrarIN and Third Party Events

An essential part of the dissemination activities is participating in national and international events such as conferences. For an overview of conferences that were attended by project partners we refer to paragraph 3.3.3 'Conference publications, other international conferences and congresses.' At all attended conferences a presentation was delivered.

In total 32 conferences and congresses were attended during the 3 years of the project of which 29 in the reporting period. This is more than 3 times as much as the 10 that were targeted.

3.5.2. Workshops: Stakeholder Panel meetings

For reporting in this deliverable 6.3, when we use the term 'Workshops', this refers to the 'Stakeholder Panel meetings'. The Workshops described in this section were all highly interactive and had to a large degree participatory elements where both Stakeholder Panel members and Consortium partners participated. Co-creation sessions are separately reported on in Deliverable 5.2 and 5.3. In some cases, Stakeholder Panel meetings and co-creation sessions were held on the same occasion, profiting from having both target groups together on the same location.

This section shows a brief overview of the 3 Workshops in the reporting period month 19 – 36. The workshops created an opportunity for Consortium partners and Stakeholder Panel members to jointly explore topics on the table. The KPIs for workshops during the project was 5. Together with 3 Workshops/Stakeholder Panel meetings already reported on in D6.2, the target is met with 6 Workshops in total.

Before every Stakeholder Panel meeting, all participants received an information pack holding the following information:

- General overview of the programme,
- Location map,
- Information about the library visits,
- Information about the social dinner,
- Information about other events (if applicable),
- Agenda of the Stakeholder Panel meeting.

The meetings included a library visit, social dinner and if applicable attendance to other events, such as the High-level round table organised on the morning prior to the Stakeholder Panel meeting on 30 September 2025 in Brussels.

In this deliverable only a brief overview is presented. A full report of the Stakeholder Panel meetings and their outcomes, is described in D5.3.



3.5.2.1. Workshop/Stakeholder Panel meeting 4

8 November 2024, Vienna, Austria: half day on-site meeting (attended by 23 Panel members)

The Stakeholder Panel meeting provided an update on LibrarIN's research areas, a focused discussion on sustainability and an outline of the project's outlook and initiatives for the upcoming year, including Stakeholder Panel activities.

Besides updates from the different work packages about progress and results, the Workshop featured a focused and insightful interactive discussion on sustainability, during which stakeholders were consulted on shaping the long-term impact of the LibrarIN project after its official conclusion. The meeting concluded with a presentation on the Panel's activities for the coming year. The Stakeholder Panel meeting in Vienna was an opportunity for LibrarIN's researchers to collaborate and exchange ideas with its Stakeholder Panel, in a wonderful day of co-creation, sharing examples of library innovation and exchanging ideas on sustainability.

After the workshop a blog post reported on the session: [Innovation and Co-creation in Libraries Across Europe: Highlights from LibrarIN's Stakeholder Panel Meeting in Vienna – LibrarIN](#)

3.5.2.2. Workshop/Stakeholder Panel meeting 5

22 May 2025, Alcalá de Henares, Spain: half day on-site meeting (attended by 13 Panel members)

The Stakeholder Panel meeting provided an update on LibrarIN's research areas, included focused discussions on sustainability, and presented an overview of the project's outlook and upcoming initiatives, including Stakeholder Panel activities, through to the end of the project.

The 5th Stakeholder Panel meeting took place on 22 May 2025 in Alcalá de Henares, Spain as side meeting of the LIBER International Conference. 13 Panel members attended the workshop.

The dynamic session in Alcalá tackled the role of AI in public libraries. Led by the University of Konstanz and the Lisbon Council, the session invited participants to co-develop policy recommendations through an engaging format. A brief presentation by Carsten Schmidt and Anna-Lea Schumann was followed by a "silent walk" to encourage reflection, then breakout groups collaborated on specific policy suggestions. Each group shared their ideas, which will directly inform LibrarIN's forthcoming policy brief on AI in libraries. A more in-depth report of the session is included in D5.3.

After the session a blog post reported on the session: [LibrarIN's Future Impact on Libraries: Highlights from the LibrarIN Stakeholder Panel Meeting in Alcalá de Henares – LibrarIN](#)

3.5.2.3. Workshop/Stakeholder Panel meeting 6

30 September 2025, Brussels, Belgium (attended by 17 Panel members)



The 6th Stakeholder Panel Meeting offered a final overview of LibrarIN's research areas and gathered impact-related feedback from the Panel. The meeting was used for highly interactive sessions where Stakeholder Panel members attended together with Consortium partners. The focus of the workshop was to gather impact related feedback on the project results already tangible and to boosting LibrarIN's impact beyond the project.

The workshop explored whether and how the Stakeholder Panel can continue as a community after the project ends. In addition, members were invited to support the memorandum of understanding and to help disseminate the project's results.

The blog post to report on this session will follow.

3.5.3. Synergies at national or international levels for sharing knowledge

In the reporting period LibrarIN engaged in collaborations with 6 other projects or initiatives which are briefly described in this paragraph. For convenience reasons GLAMMONS and RECHARGE are presented under one header 'Cluster HERITAGE-01-02 projects'. The KPI for synergies at national or international level was set on 3. Including the 2 collaborations that were mentioned in earlier reporting the total number of collaborations is 8 which exceeds the expected results.

ELAN Project:

LibrarIN actively engaged with the European Library Associations Network ([ELAN](#)) project to align strategies for library capacity building. This collaboration was highlighted at the EBLIDA 2025 annual conference, where The Lisbon Council represented LibrarIN in ELAN's collaborative strategy working session. Further meetings were held with EBLIDA and ELAN to seek collaboration on the LibrarIN "what-works-database." This partnership was reinforced when the ELAN and EBLIDA representative joined the LibrarIN policy roundtable on "Libraries in the Age of AI."

TELL Project:

LibrarIN and the Erasmus+ [TELL](#) project formed a close synergy to maximize policy impact. This collaboration resulted in several concrete outputs: a joint policy brief, knowledge sharing on the policy tracker, input from TELL for the LibrarIN "what-works-database," and joint policy-focused presentations at a global American Library Association (ALA) webinar in November 2025.

EC Expert Group on Libraries (OMC Group):

A significant, two-way collaboration was established with the European Commission's Open Method of Coordination (OMC) expert group on libraries. This key group was set up under the EU Work Plan for Culture 2023-2026 to deliver a report on the future role of public libraries. LibrarIN engaged extensively with the group's coordinators, members, and associated EC policy officers through dedicated meetings, a joint OMC/NAPLE session at EBLIDA 2025, and participation in the LibrarIN



policy roundtables. As a direct result, LibrarIN provided a dedicated one-pager and specific policy mapping contributions to the OMC's forthcoming report. In turn, LibrarIN integrated expert input from the OMC roundtable discussions directly into its fourth and fifth policy briefs.

Cluster HERITAGE-01-02 projects

In the context of the Cluster HERITAGE-01-02 projects, we continued informing [GLAMMONS](#) and [RECHARGE](#) projects about our activities and invited both projects to participate to the LibrarIN Policy Online Roundtable: "Reimagine Libraries Roundtable: Sparking Collaboration for Innovation to Tackle Libraries' 21st Century Challenges" (October 2024) as well as to the LibrarIN International Conference (May 2025).

Vasilis Avdikos and Stelios Lekakis from GLAMMONS project participated to the online roundtable. In addition, GLAMMONS participated to the LibrarIN Conference with two presentations: i) "Commons-oriented oral history networks and their potential for mobilising collaboration and value co-creation in GLAM" by Mina Gragouni and ii) "Heritage Walks as a Tool for Innovation and Co-Creation in Heritage Research and Management" by Stelios Lekakis. RECHARGE project participated to the LibrarIN Conference with the presentation "Recharging Business Models: Strengthening Cultural Heritage Organizations through Living Labs" by Úna Hussey.

Furthermore, we kept sharing activities coming from the two projects through our online channels.

LIBRA.I.: The **Goethe Institute** represented the [LIBRA.I. project](#) at the final LibrarIN conference. The project's primary objective is to integrate Artificial Intelligence (AI) into media and learning literacy training within public libraries, reinforcing their role as safe spaces that equip citizens for a complex digital landscape. The work of LIBRA.I. is directly aligned with the LibrarIN research conducted under Task 3.1 (Digital transformation). In June 2025, UKON contributed to a LIBRA.I. event by presenting key research findings and recommendations. Subsequently, in October 2025, the LIBRA.I. joined a high-level policy roundtable focused on "Libraries in the Age of AI".

3.5.4. Partners Activities

Project partners have multiplied the visibility of the project, its activities and results via further web presence such as project pages and news on their website, articles in their newsletters (e.g. LIBER monthly newsletter), sharing posts in institutional and personal social media channels. In addition, project members participated in different events and meetings throughout Europe communicating the LibrarIN project to interested people.

Particular attention was given to appearances in traditional media which was a KPI for the project. During the reporting period 5 media appearances were realised:

Media Articles:

- [Announcement of LibrarIN International conference. Article on Dream Alcalá website.](#) - UAH
- [Announcement of LibrarIN International conference. Article on guadalajaradiario.es website.](#) – UAH
- [Announcement of LibrarIN International conference. Post on Digital Skills and Jobs Platform.](#) – UAH
- [Announcement of LibrarIN International conference. News item on Anabad Federation website.](#) – UAH

Interview:

- [Interview of LibrarIN Scientific Coordinator, Luis Rubalcaba about the project at the Castilla-La Mancha edition of el diario.es.](#) – UAH

With this the results exceed the KPI for the entire project, which was set at 2 appearances in traditional media.

The full overview of partners activities to disseminate the project and project results can be found in Annex I.

3.5.5. LibrarIN International Conference

The **LibrarIN International Conference on Innovation and Value Co-Creation for a New Generation of Libraries**, held on 22nd - 23rd May 2025 at the historic University of Alcalá in Alcalá de Henares, Madrid, Spain, brought together library professionals, researchers, policymakers, and innovators to explore the future of libraries through the lens of innovation, co-creation, and societal impact.

With 150 participants from across Europe and beyond, the conference was a vibrant and inspiring exchange of ideas. Over the course of two days, attendees enjoyed 80 high-quality presentations across parallel and plenary sessions, delivered by leading experts in library innovation, public service design, and knowledge ecosystems.

Sessions were hosted in the Colegio de San Ildefonso, the emblematic heart of the University of Alcalá, whose architecture spans the 16th and 17th centuries. Some sessions also took place in the CRAI Library, reinforcing the event's connection to real-world library spaces.

Participants were treated to a guided tour of the University's World Heritage buildings and libraries after the first day of the conference, followed by a memorable Gala Dinner at the Hostería del Estudiante, offering networking in a unique and historic setting.

A full report with details and outcomes of the conference can be found in Annex II.

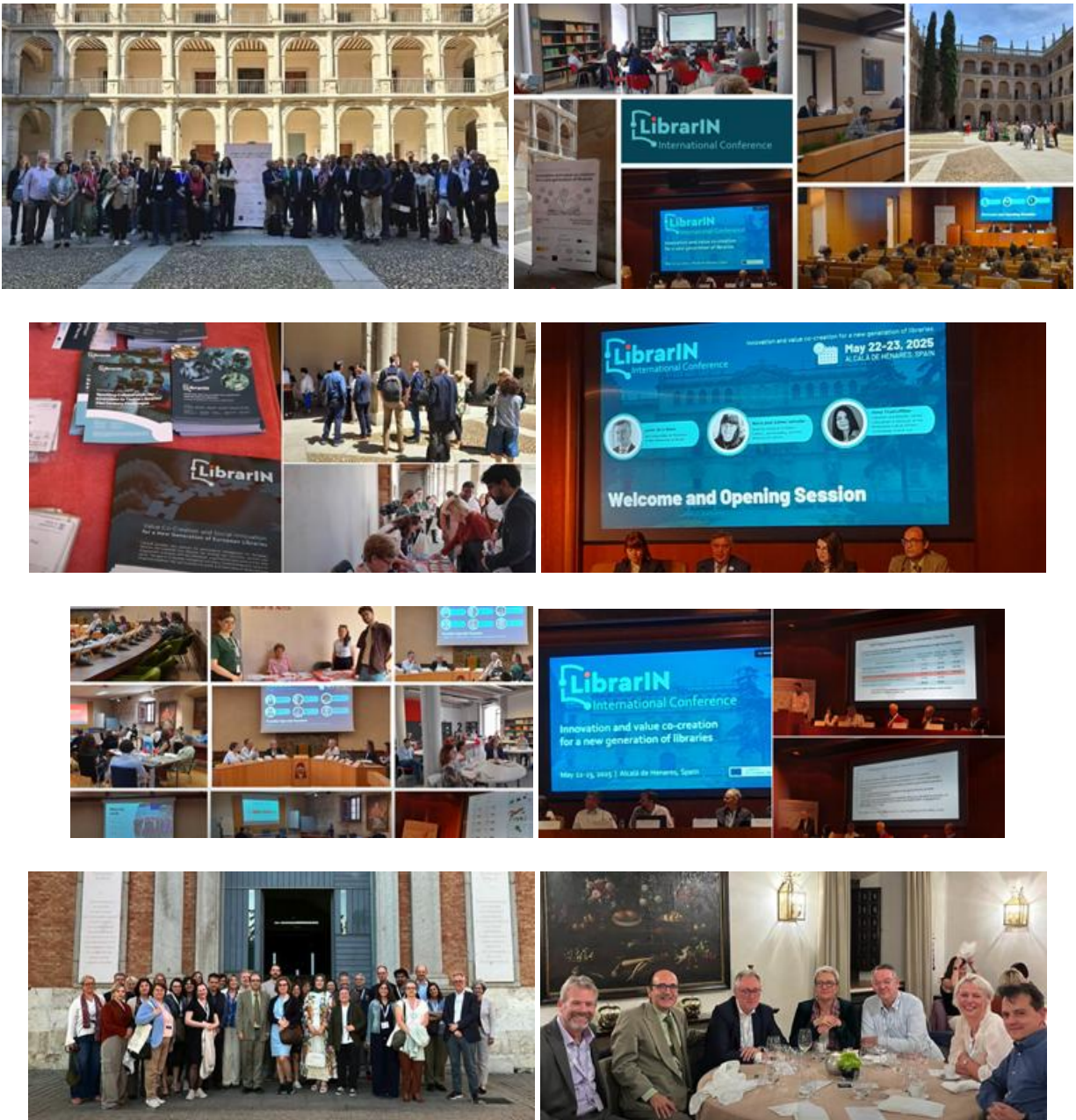


Figure 23: LibrarIN International Conference | Pictures

A range of materials was produced to support the conference, promote participation and facilitate communication. Below is a breakdown of the materials produced.

Pre-Conference Materials

- **Call for Papers** (available in Annex III) outlining topics, tracks, submission deadlines, guidelines, and logistics.

- **Promotional Materials:** Poster, Roll-Up, website and email banners as well as promotional - Save the date - video aiming to attract people to join the conference. The video is available in [LibrarIN's YouTube channel](#).



Figure 24: LibrarIN International Conference | A3 Poster and Roll-Up



Figure 25: LibrarIN International Conference | Main Header banner for Conference's website



Figure 26: LibrarIN International Conference | Small Header banner for Conference's website



Figure 27: LibrarIN International Conference | Email banner



Figure 28: LibrarIN International Conference | Promotional video

- **Conference Website** (<https://www.librarincongress2025.com/>) acting as the main entry-point with detailed info: registration, venue, schedule, speakers, submission guidelines, etc. A link to the conference's website is also available under the Resources menu tab of the LibrarIN website.

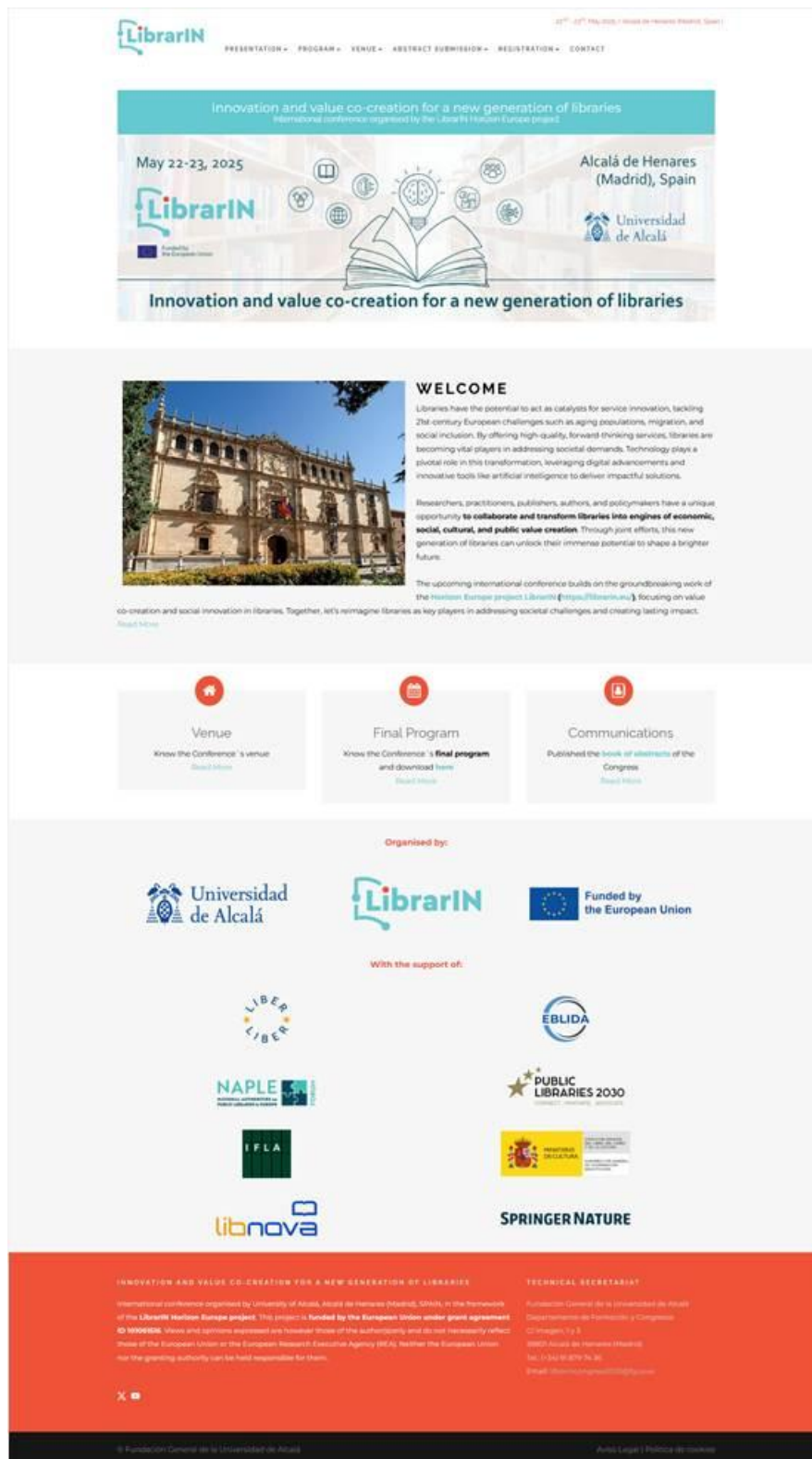


Figure 29: LibrarIN International Conference | Website - Homepage

Conference Program / Materials

- **Conference Program booklet** for participants: Full schedule of sessions, speakers, breaks, times, room locations, and abstracts. The full final Program booklet (24 pages) is available for downloading [here](#). A shorter version of the program, including speakers with bios and pictures, is available in Annex IV.

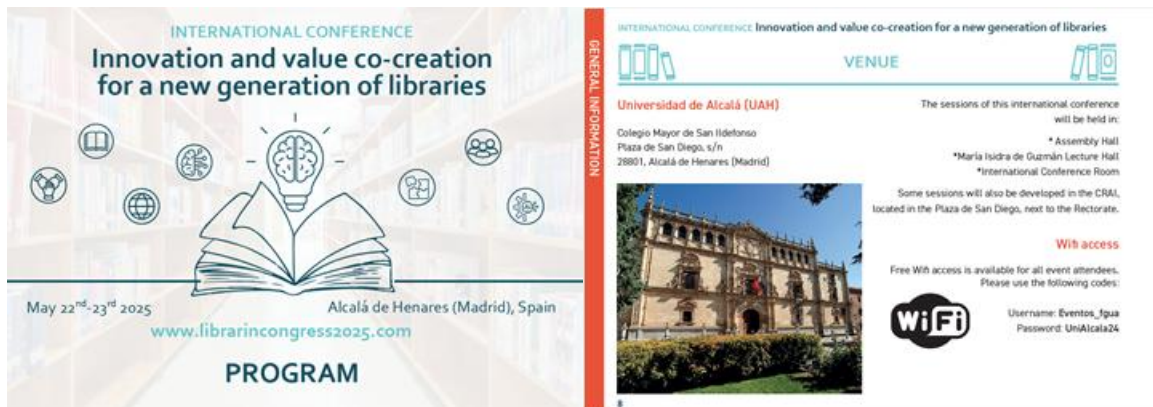


Figure 30: LibrarIN International Conference | Conference Program booklet – Cover and inner page

- **Abstract Book:** Collection of abstracts of accepted submissions distributed in PDF format. The Book of abstract is available for downloading [here](#).



Figure 31: LibrarIN International Conference | Book of Abstracts - Cover page

- **Name Badges and Lanyards** for participants.



Figure 32: LibrarIN International Conference | Name Badges and Lanyards designs

- **Conference Bag** for participants including **notebook**, **pen**, **program booklet**.



Figure 33: LibrarIN International Conference | Bag, notebook and pen designs

- **Lunch tickets** for participants for both days of the conference.





Figure 34: LibrarIN International Conference | Lunch tickets

- Gala Dinner invitations for participants.

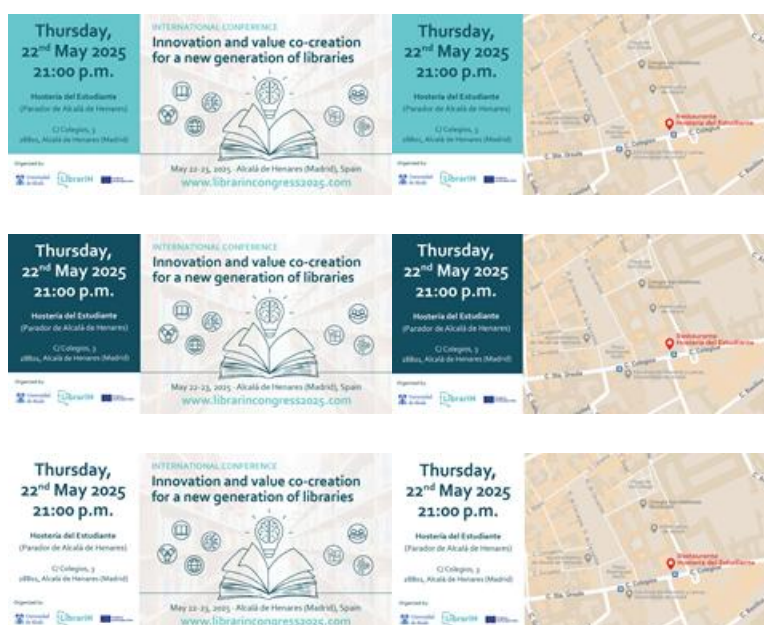


Figure 35: LibrarIN International Conference | Gala Dinner invitations

- Gala Dinner menu (available for each participant at the Gala dinner venue).



Figure 36: LibrarIN International Conference | Gala Dinner menu

- **Presentation decks** with the sessions' titles and speakers' names/images to be displayed during the conference.





Figure 37: LibrarIN International Conference | Indicative Presentation Decks

Post-Conference Materials

- **Certificates of Attendance** for participants (in digital format).
- **Video with highlights** from the conference. The video is available in [LibrarIN's YouTube channel](#).

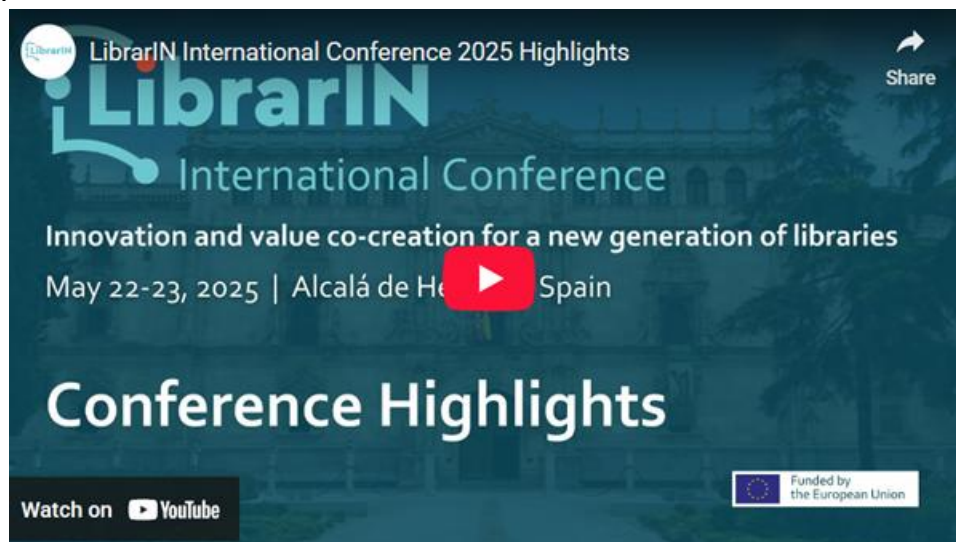


Figure 38: LibrarIN International Conference | Post conference video

- **Thank You Emails:** Follow-ups with highlights, photos.

The key communication activities that the project has undertaken to attract participants to the conference and maintain engagement afterwards can be found below.

- Media articles about the conference in local Spanish digital newspapers and websites.
- Creation and publication of blog posts for call for papers, registration, final program on LibrarIN's website.
 - [DEADLINE EXTENDED – Call for Papers: LibrarIN International Conference 2025](#)
 - [LibrarIN International Conference 2025 on Innovation and Value Co-Creation for a New Generation of Libraries](#)



o [LibrarIN International Conference 2025 – Final Program now available](#)

- Design of a social media campaign to promote and attract people to submit abstracts and register to the conference as well as to announce the program and speakers (posts and artwork were shared in social media before and during the conference).

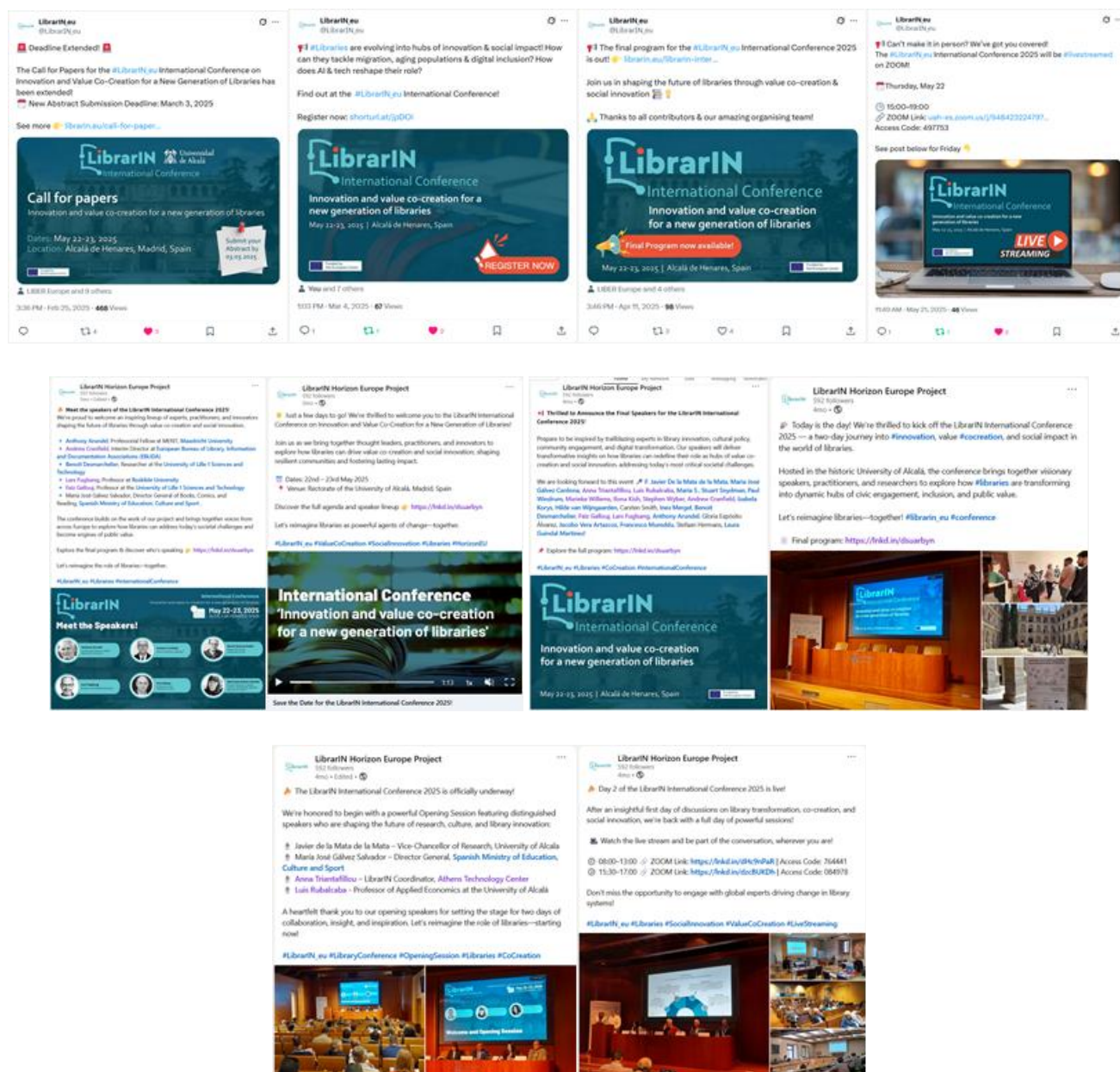


Figure 39: LibrarIN International Conference | Indicative LibrarIN Social media posts

- Follow up and thank you blog post and social media posts on LibrarIN's online channels.
 - o [Reflecting on the LibrarIN Conference in Alcalá: Innovation and Value Co-Creation for a New Generation of Libraries](#)



4. Policy Briefs, Events and Round Tables

The LibrarIN project aims to bridge the gap, often called the "European innovation paradox," where excellent research on public administration and libraries fails to translate into practical policy implementation. The project focuses on ensuring that insights lead to real-world change rather than remaining in academic reports or pilot studies.

A key component of this effort involves **policy briefs** and **policy roundtables**. These are designed to translate LibrarIN research findings into bold yet actionable recommendations for library innovators and policymakers. The briefs and roundtables synthesise evidence-based strategies—informed by current policy debates and feedback from library practitioners—to support innovation in areas like co-creation, AI implementation, new transformation metrics, and social entrepreneurship. Complementing this, the LibrarIN **policy tracker** monitors progress and benchmarks national policies. This tracker has also been used specifically for baseline mapping to analyse the adoption of European guidelines and recommendations on library legislation across different Member States.

The next sections will detail each collaboratively developed policy brief. This process involved translating research insights into actionable recommendations, conducting a dedicated policy roundtable, and executing tailored design, translation, and communication campaigns for both the brief and the roundtable to boost impact and uptake.

4.1. Policy Brief #1 - Reimagine Libraries: Sparking Collaboration for Innovation to Tackle Libraries' 21st Century Challenges

LibrarIN published its first policy brief in July 2024, titled "[Reimagine Libraries. Sparking Collaboration for Innovation to Tackle Libraries' 21st Century Challenges](#)", which presents recommendations based on LibrarIN's theoretical framework. This section provides an overview of the brief itself, the subsequent policy roundtable, its dissemination in national languages, the associated communication campaigns, and its overall impact.

4.1.1. LibrarIN Policy Brief #1 - LibrarIN Research Insights and Co-creation

LibrarIN Policy Brief #1 ¹ addresses the need for value co-creation for a demand-driven innovation of libraries as key public services. The brief provides recommendations stemming from the theoretical

¹ Rubalcaba, L., Solano, E., Silvestrini, E., & Willems, M. (2023). Reimagine libraries: LibrarIN initial policy recommendations from the literature review. Sparking collaboration for innovation to tackle libraries' 21st century challenges [Policy brief]. LibrarIN / The Lisbon Council <https://librarin.eu/download/23040/?tmstv=1760431685>

framework developed in *WP2 Conceptual framework of participatory management and sustainable growth*, on extensive literature research performed.

The brief was co-created with the LibrarIN stakeholder panel policy working group, through a dedicated meeting, policy mapping exercise and round of feedback via email. The library expert input was integrated ensuring better alignment with the current policy and library debates. The library experts contributing to this brief have been made visible on the title page, showcasing the importance of value co-creation.

The brief was attractively designed using the LibrarIN branding and visual identity, as sampled in the figure below.

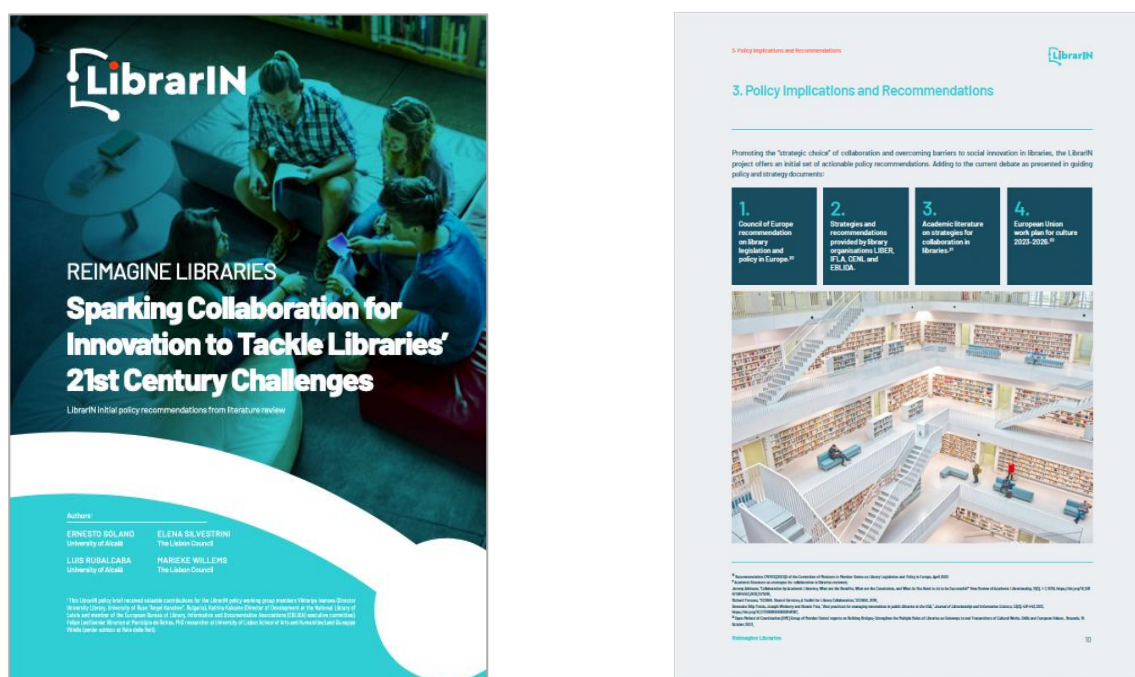


Figure 40: Sample of the graphically designed LibrarIN Policy Brief #1 - Reimagine Libraries

4.1.2. Policy Brief #1 - An Online Policy Roundtable

On 16 October 2024, the LibrarIN project convened a dedicated policy roundtable, bringing together policymakers, innovators, and library professionals to discuss the first LibrarIN policy brief and its evidence-based recommendations. Participants explored how libraries can adopt new approaches,



strengthen their capacity to address societal challenges, and embrace citizen participation in shaping their services.

The event featured a gender and geographically balanced panel, as shown in the figure below. This panel included a LibrarIN researcher from the University of Alcala, a head of department at the OODI public library in Finland, a head of department of the Latvian National Library, and European and national-level policymakers and advocates.



Figure 41: Sample of the policy brief cover and roundtable line-up

A total of **96 people registered** for the online roundtable discussion, while **66 people attended** the event and **64 people watched the recordings**². Registrants mostly represented library practitioners, research and academia, policymakers and citizen associations; and were from 17 different countries, mostly from Europe (see figure below).

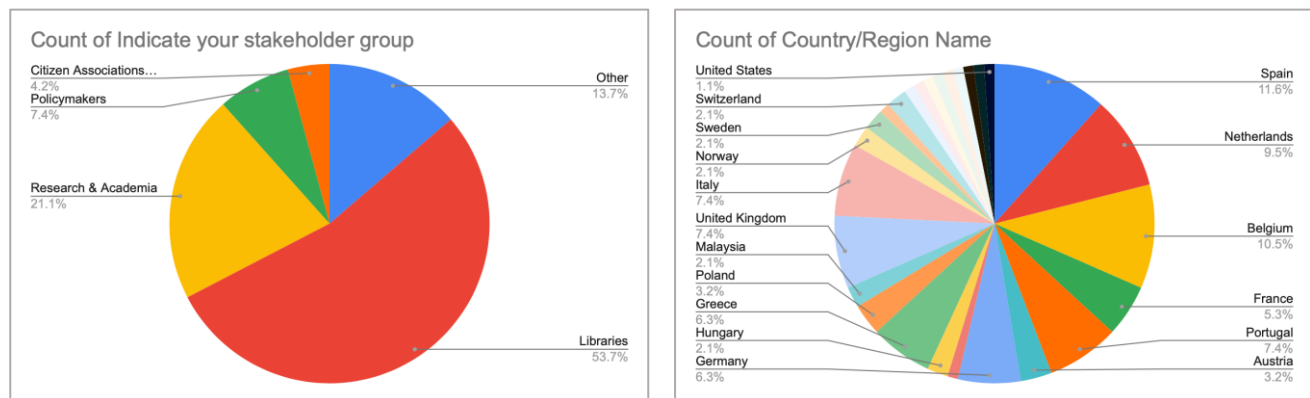


Figure 42: Charts illustrating the audience engaged during the first LibrarIN policy roundtable

² Recordings LibrarIN Roundtable https://youtu.be/x5ogBT_v6lw?si=5AOWYY58PO85iQD [accessed 29.11.2024]

The policy roundtable aimed at fostering the wider uptake of the policy recommendations, the panel of policymakers and library as well as all attendees. The discussion was followed by an interactive engagement activity with the audience of the roundtable, asking how feasible it is for them to adopt the evidence-based recommendations presented (see figure below). Most of the participants considered the recommendations very applicable (1) to neutrally applicably (3).

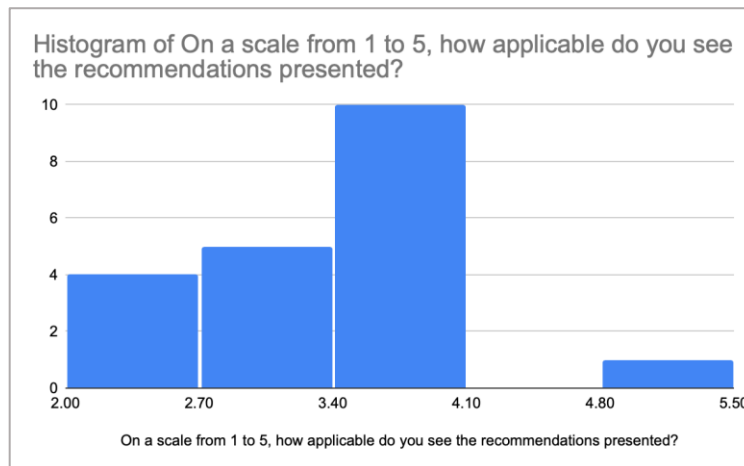


Figure 43: Level of adoptability of the LibrarIN recommendations, according to the LibrarIN roundtable participants

Participants mentioned **dissemination, sharing of good practices, and showcasing practical applications in different national, regional and local realities** key to boost the uptake of the recommendations presented.

4.1.3. Dissemination in national languages

To support wider dissemination and incorporate recommendations from the first review, we also created a promotional card. This card, which features a short description and a QR code linking to the full brief, was translated into the 7 additional languages of the LibrarIN consortium. The figure below shows an example from the Spanish translation. Digital and physical copies were disseminated at practitioner and policy events.

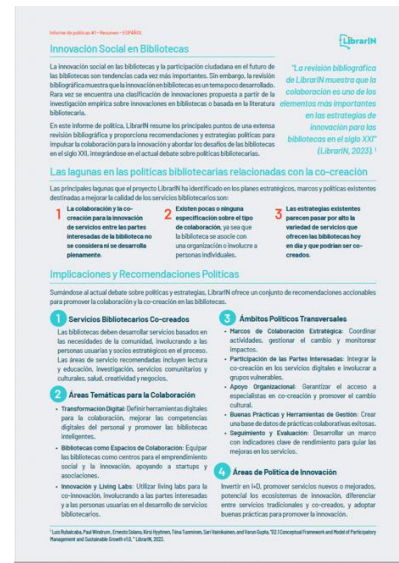


Figure 44: Sample of the Spanish translation of the LibrarIN Policy Brief #1 promotional card.

4.1.4. Communications Campaigns

4.1.4.1. Communication Campaign Policy Brief #1

A communication campaign was developed for the [first LibrarIN policy brief "Reimagine Libraries: Sparking Collaboration for Innovation to Tackle Libraries' 21st Century Challenges"](#), which was launched in July 2024. A [press release](#) was created and a [blog post](#) on the LibrarIN website was published announcing the release of the brief with call to action to stakeholders to download and read the brief.

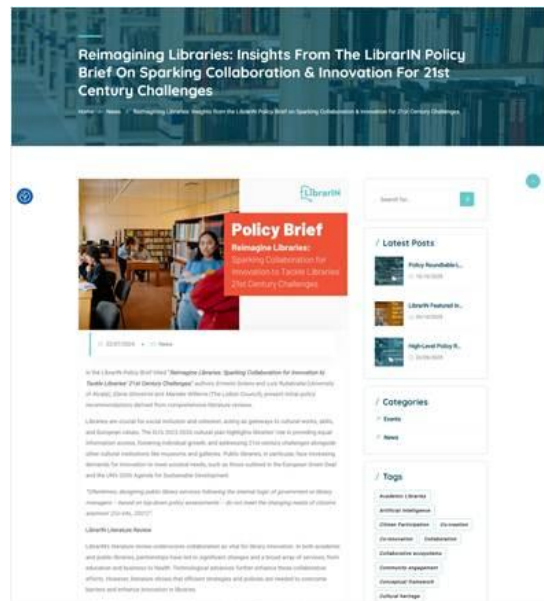
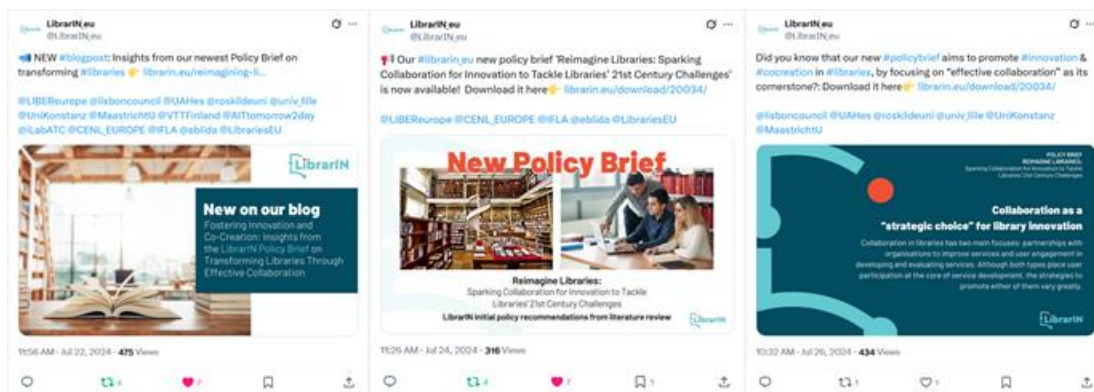


Figure 45: Policy Brief #1 | Website Blog post

Furthermore, posts showcasing the gaps, recommendations and highlighted texts of the brief (with relevant creatives) have been shared on LibrarIN social media as per the dedicated social media kit that was created. The social media activity for the communication of the brief run on LibrarIN social media within July and August 2024.

All the aforementioned material was shared to all project partners for further dissemination through their networks and organisations.



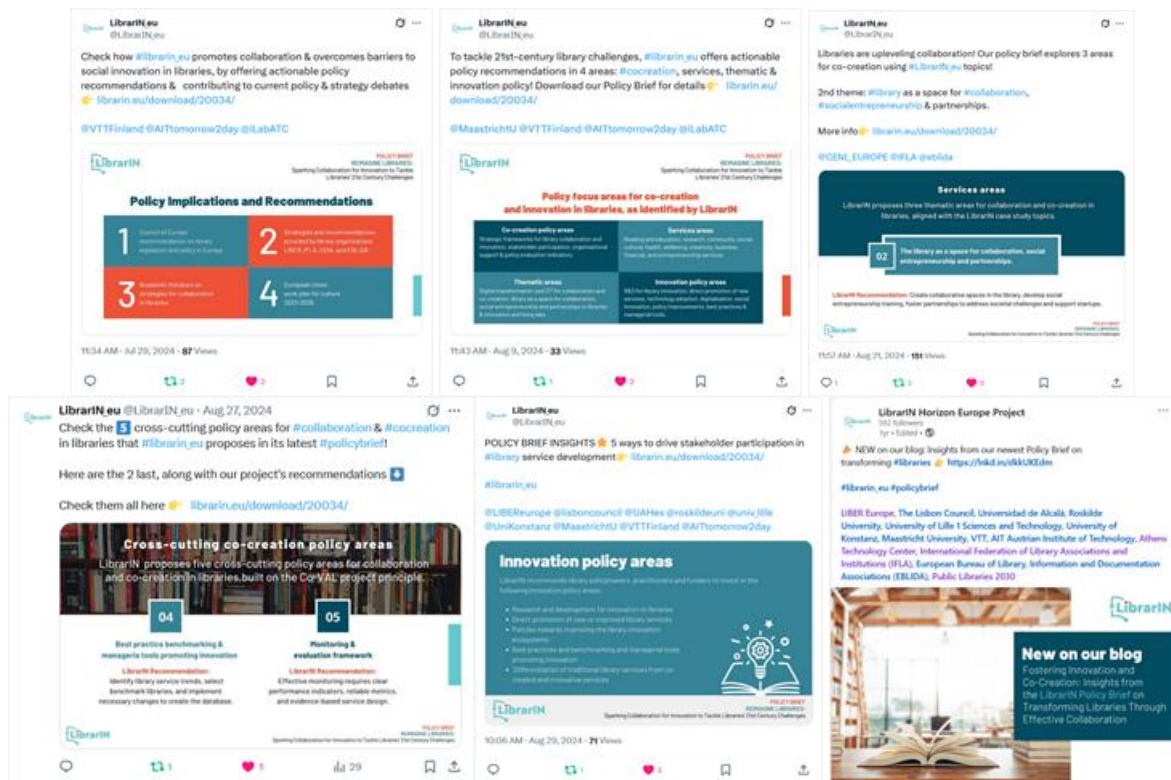


Figure 46: Policy Brief #1 | Indicative LibrarIN Social media posts

4.1.4.2. Communication Campaign Policy Roundtable #1

A communication campaign was developed for the online Policy Roundtable "Reimagine Libraries: Sparking Collaboration for Innovation to Tackle Libraries' 21st Century Challenges", organised in October 2024, to discuss the first policy brief. In September 2024, the event registration site for the online Policy roundtable discussion was set and a [blog post](#) on the LibrarIN website was published with call to action to register and join the event. Furthermore, posts for the event (with relevant creatives) have been shared on LibrarIN social media within September and October 2024, while there was live coverage of the event on LibrarIN's X channel (live-tweeting).

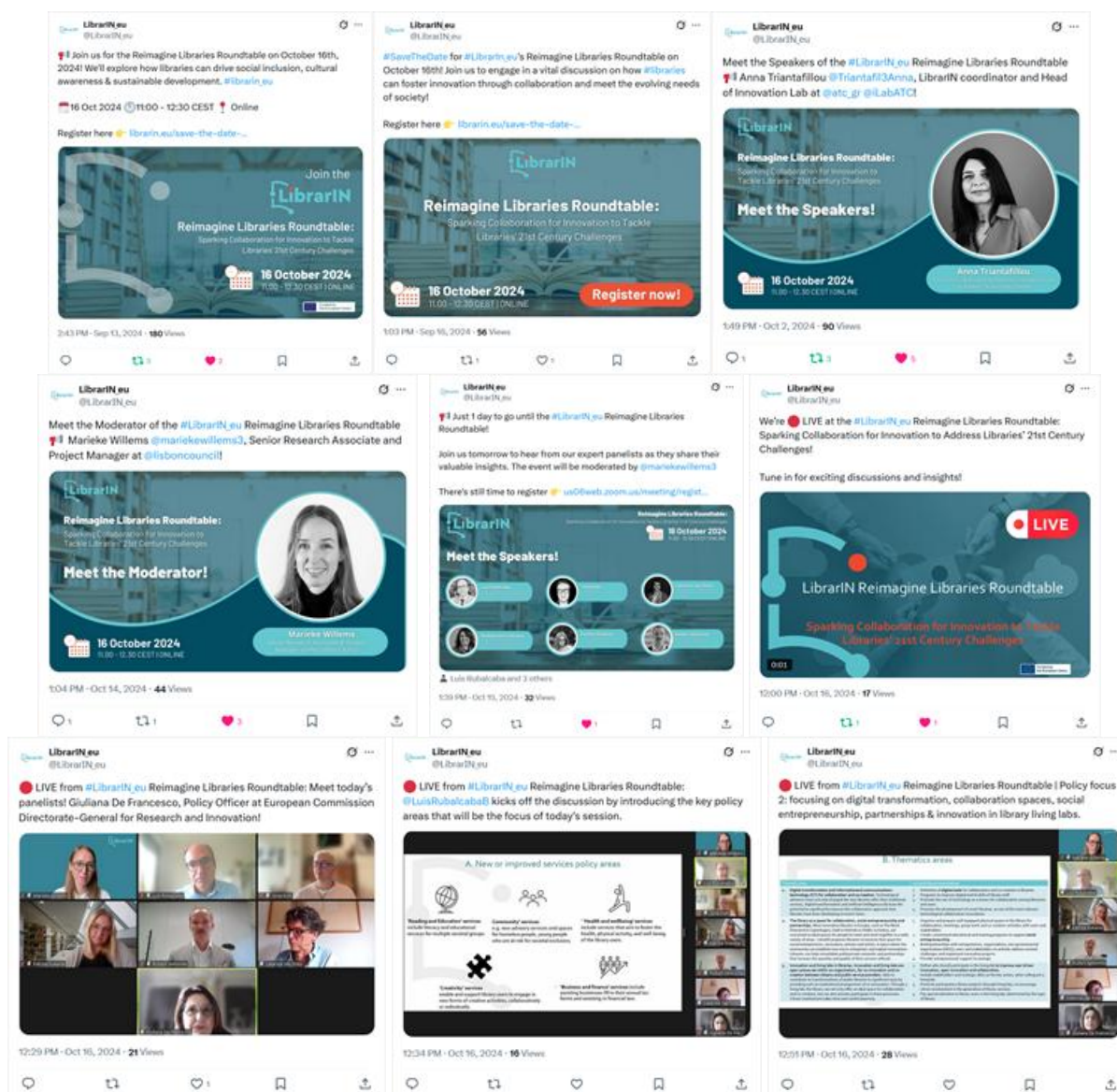


Figure 47: Policy Roundtable #1 | Indicative LibrarIN Social media posts

Further communication activities were undertaken by project partners to disseminate the event to LibrarIN stakeholder associations (IFLA, EBLIDA, PL2030) and cluster projects and circulation of invitation emails to targeted audiences was initiated.



4.2. Policy Brief #2 - Boosting and Evaluating Collaborative Innovations in Libraries: Managerial guidelines and policy implications

In May 2025 LibrarIN published its second brief, focused on library managers, under the title “**Boosting and Evaluating Collaborative Innovations in Libraries: Managerial guidelines and policy implications**”. This section provides an overview of the different collaboration practices that were used to define the policy brief and ground managerial recommendations in research, current practices and library policy expert input.

4.2.1. Policy Brief #2 - LibrarIN Research Insights and Co-creation

The second LibrarIN policy brief³ built upon the foundation established in the first LibrarIN policy brief, *Reimagine Libraries: Sparking Collaboration for Innovation to Tackle Libraries' 21st Century Challenges*. While the first brief emphasized the vital role of collaboration and identified four key policy areas for advancing co-creation within the library ecosystem, this brief focuses on the practical application at the individual library level. Management-focused guidelines are offered to help libraries improve, monitor and evaluate their innovative activities and **adapt to evolving societal needs**.

This brief identifies critical organisational elements that drive library innovation, a set of variables linked to these elements, and actionable recommendations to enhance collaborative innovation. The policy implications discussed map directly to the key policy areas from the first LibrarIN Policy Brief, offering concrete strategies for libraries to become dynamic hubs of community engagement and collaborative experimentation.

The brief was improved with input and comments from library practitioners at the LIBER Winter Event 2024, library policy experts, and the LibrarIN Stakeholder panel (discussed in the next section). Incorporating this expert feedback, the brief was expanded to include:

- a practical checklist for collaborative innovation (based on the theoretical framework),
- a policy menu,
- use cases,
- expert recommendations from the field.

These new sections were attractively designed with LibrarIN branding, featuring specific visualisations for each element, as sampled in the figure below.

³ Rubalcaba, L., Solano, E., Willems, M., & Silvestrini, E., con Pérez, R., Firet, A., Guerreiro, J., Leal, F., Seitovirta, R., Silvestre, S., & Anducas, M. (2024). Boosting and evaluating collaborative innovations in libraries: Managerial guidelines and policy implications [Policy brief]. LibrarIN / The Lisbon Council <https://librarin.eu/download/23043/?tmstv=1760431743>



Figure 48: Sample of the graphically designed LibrarIN policy brief #2

4.2.2. Policy Brief #2 - A library practitioner event

At the LIBER Winter Event 2024 in Maribor, Slovenia, LibrarIN presented the discussion draft of its second policy brief: “[Boosting and evaluating collaborative innovations in libraries: managerial guidelines and policy implications](#).” This practitioner event was specifically chosen to ground the managerial guidelines in expert feedback from the LIBER community. The workshop was attended by 34 participants from European research libraries.



Figure 49: LibrarIN at LIBER Winter Event 2024

Participants mostly came from Slovenia and indicated they fulfilled a wider variety of roles in their research library with top four roles being Manager (6), Librarian (3), Engagement (2) and head of department (2).

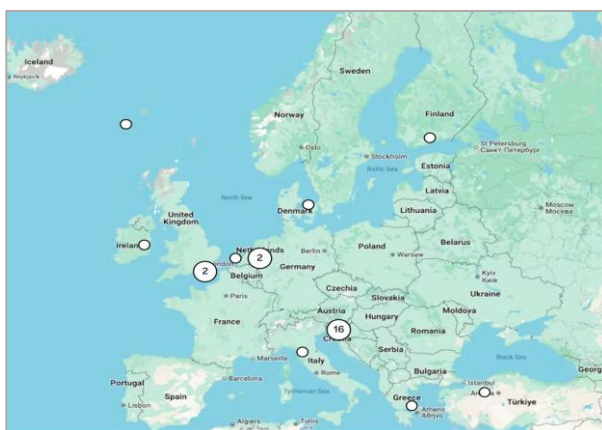


Figure 50: Answers to Mentimeter questions on 1) Where is your library or organisation based? 2) Which library role describes you best?

All roles in position to adopt or advocate for the adoption of LibrarIN recommendations presented, as most of the participants indicated they had been collaborating with their community to develop new library services and some were planning to, only a minority indicated “no, not yet”.

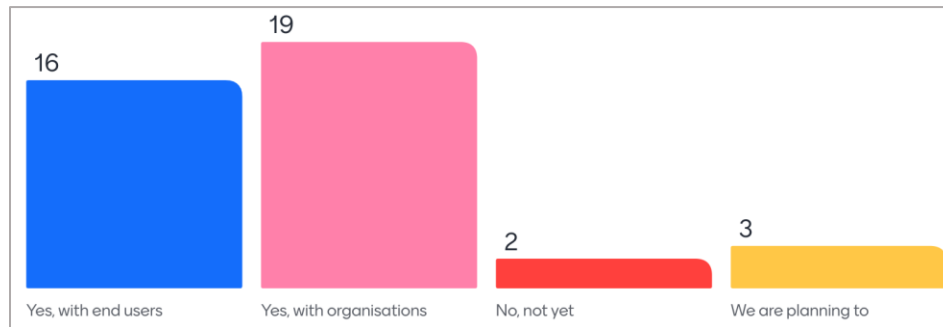


Figure 51: Answers to Mentimeter question: “Have you collaborated with your community to develop a new library service?”

Feedback was collected to improve the LibrarIN document on *Boosting and evaluating collaborative innovations in libraries: managerial guidelines and policy implications*.

Onboarding expert feedback from this discussion, the LibrarIN team worked on collecting input on challenges faced by libraries when collaborating with their community for innovation, and what and whom they would need to overcome these barriers.

4.2.3. Communication Campaigns

4.2.3.1. Communication campaign - Policy Brief #2

A communication campaign was developed for the [second LibrarIN policy brief “Boosting and Evaluating Collaborative Innovations in Libraries: Managerial Guidelines and Policy Implications”](#), which was launched in June 2025. A [press release](#) was created and a [blog post](#) on the LibrarIN website was published announcing the release of the brief with call to action to stakeholders to download and read the brief.

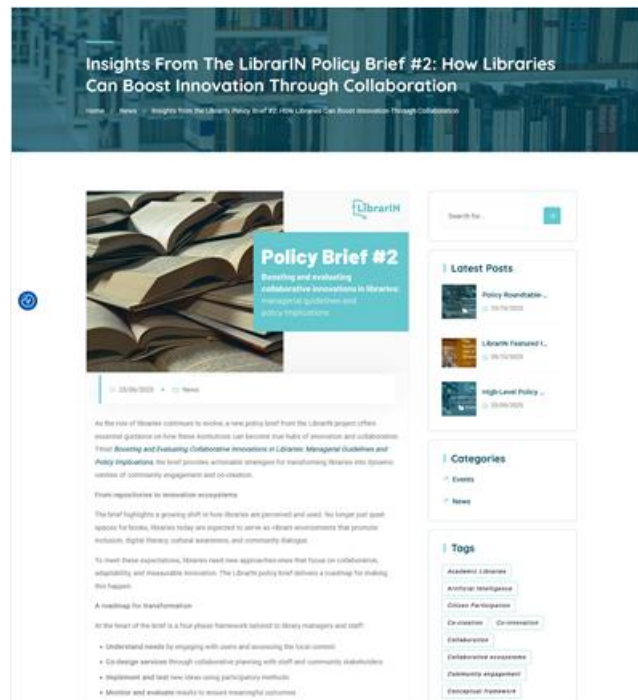
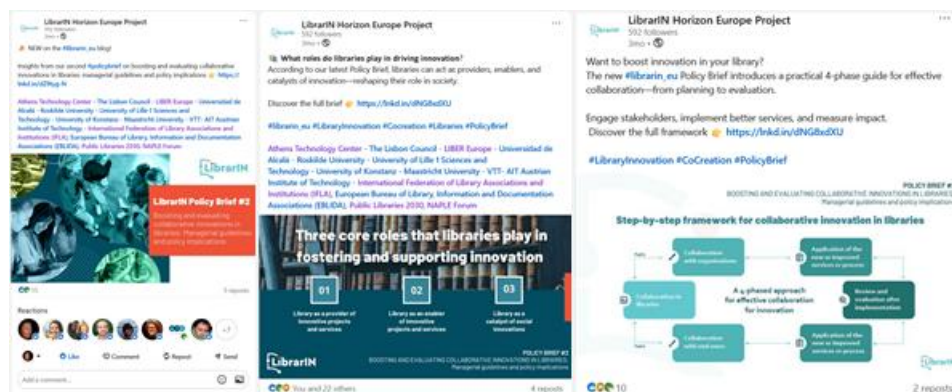


Figure 52: Policy Brief #2 | Website Blog post

Furthermore, posts showcasing the managerial guidelines and policy recommendations of the brief (with relevant creatives) have been shared on LibrarIN social media as per the dedicated social media kit that was created. The social media activity for the communication of the brief run on LibrarIN social media within June and July 2025.

All the aforementioned material was shared to all project partners for further dissemination through their networks and organisations.



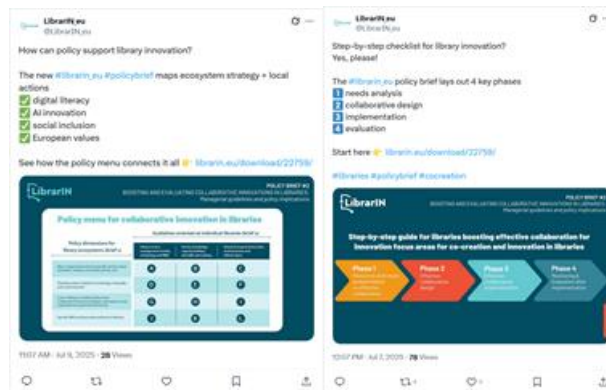


Figure 53: Indicative LibrarIN Social media posts for Policy Brief #2

4.2.3.2. Communication Campaign Practitioner Event – Policy Brief #2

The LIBER Winter Event was announced broadly via LIBER communication channels:

- LIBER website: [LIBER Winter Event 2024 in Maribor, Slovenia - LIBER Europe](#)
- LIBER Insider (more than 4000 subscribers): [LIBER Insider — November 2024](#)
- LIBER Winter Event Highlights: [LIBER Winter Event 2024 - Highlights - LIBER Europe](#)
- Slides were made available via the LIBER Zenodo Community: [Revolutionising Research Library Services with Collaboration, Social Engagement, and Living Labs—The LibrarIN Guide to Collaborative Innovation](#)

4.2.4. Dissemination in national languages

To support wider dissemination and incorporate recommendations from the first review, we created a promotional card. The card features a short, accessible description and a QR code linking to the full brief, making it a more sustainable way of disseminating the policy brief. To maximise its reach with library managers and policymakers, it was translated into the 7 additional languages of the LibrarIN consortium. Digital and physical copies were disseminated at practitioner and policy events. The figure below shows an example from the Greek translation.



Figure 54: Sample of the Greek translation of the LibrarIN Policy Brief #2 promotional card.

4.3. Policy brief #3: Collaborative Innovation and Best Practice Diffusion in European Libraries: Adapting for Local Impact

The third policy brief, "Collaborative Innovation and Best Practice Diffusion in European Libraries: Adapting for Local Impact", was published in May 2025.

4.3.1. Policy Brief #3 – LibrarIN Research Insights and Effective Collaboration

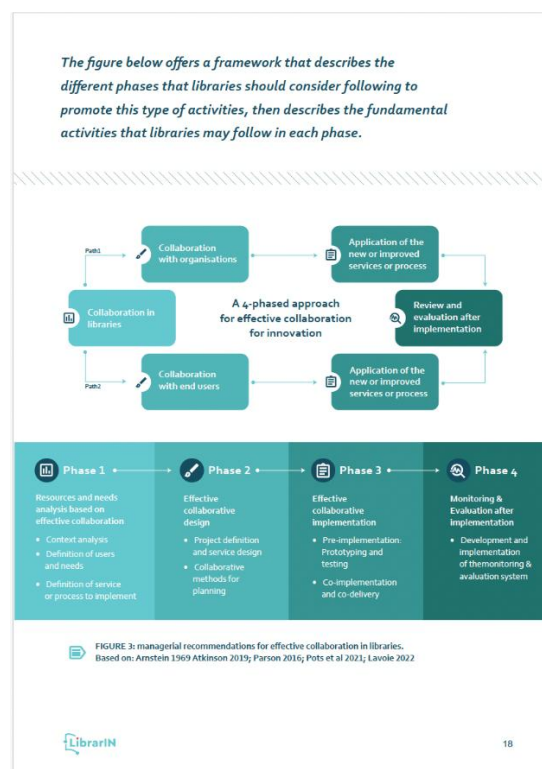
The third policy brief⁴, "*Collaborative Innovation and Best Practice Diffusion in European Libraries: Adapting for Local Impact*", is a joint effort between the Horizon Europe-funded LibrarIN project (for

⁴ Vitiello, G., Anducas, M., Kukaine, K., Scharntinger, D., Silvestrini, E., Triantafillou, A., & Willems, M. (2025). Collaborative innovation and best practice diffusion in European libraries: Adapting for local impact [Policy brief]. LibrarIN / The Lisbon Council. LibrarIN_Brief_03 <https://librarin.eu/download/23046/?tmstv=1760431765>

value co-creation and social innovation) and the Erasmus+ TELL project (for transparent European learning libraries).

This brief discusses whether spreading practice examples from other libraries is a way forward for innovation in European libraries. It explores the novel ideas and opportunities in diffusing good practices, as well as the potential caveats and misconceptions.

The brief draws on results from LibrarIN's WP2 (the conceptual framework for effective collaboration) and WP5 (the library policy tracker and the what-works-database from the LibrarIN toolkit). As shown in the figure below, the brief was designed using the LibrarIN visual identity and also features the TELL project and Rete delle Reti logos.



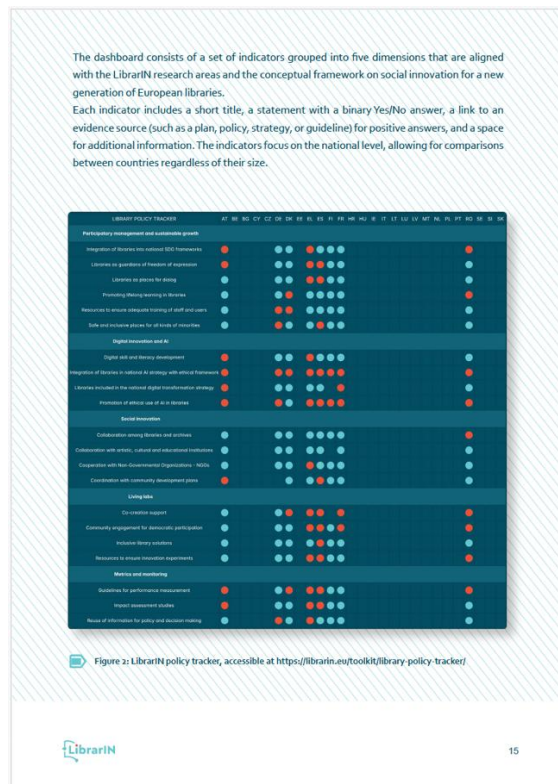


Figure 55: Sample of the graphically designed LibrarIN Policy Brief #3

4.3.2. Policy Brief #3 - Start of a Valuable Synergy for Wider Policy Impact

Both TELL and LibrarIN have a strong policy focus, making them natural partners. Their work is complementary: they both track the adoption of the Recommendation CM/Rec (2023)³ of the Committee of Ministers to member States on library legislation and policy in Europe. While LibrarIN maps its adoption at the national level, TELL investigates its adoption at the individual library level.

Rather than being discussed at a dedicated policy roundtable, this brief marked the start of a synergy between the two projects. Their collaboration on policy impact includes this brief, the what-works database, engagement with the European expert group on libraries (and their forthcoming report), and a global stakeholder engagement with the American Library Association on 11 November 2025.

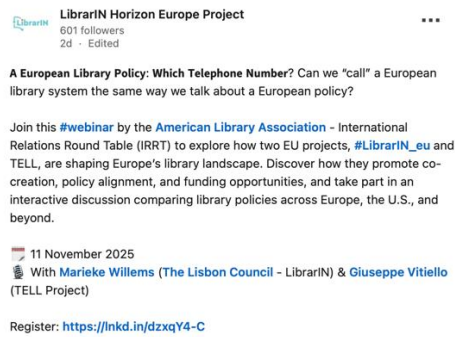


Figure 56: LinkedIn post on ALA webinar featuring TELL and LibrarIN

4.3.3. Communication campaign

A communication campaign was developed for the [third LibrarIN policy brief “Collaborative Innovation and Best Practice Diffusion in European Libraries: Adapting for Local Impact”](#), which was launched in July 2025. A [press release](#) was created and a [blog post](#) on the LibrarIN website was published announcing the release of the brief with call to action to stakeholders to download and read the brief.

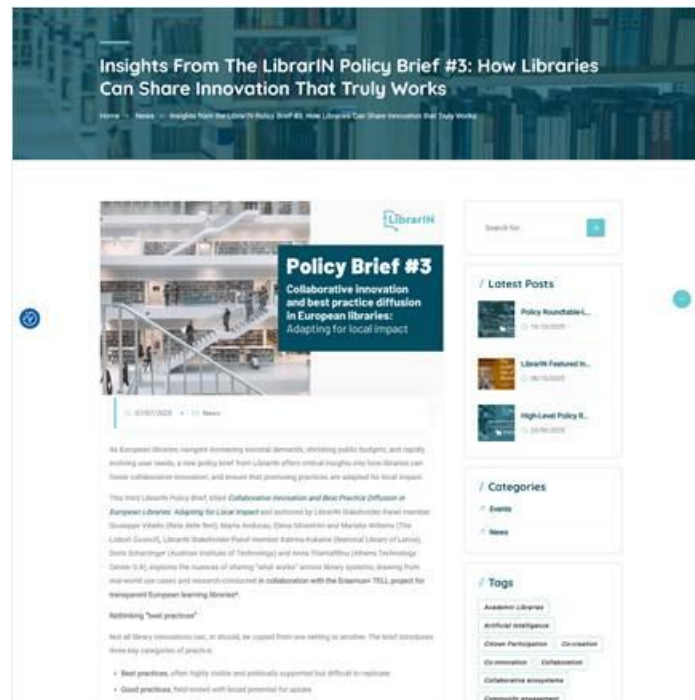
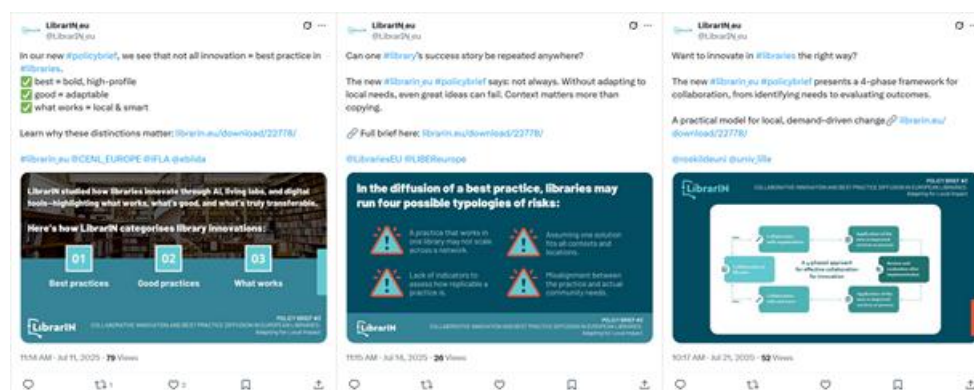


Figure 57: Policy Brief #3 | Website Blog post

Furthermore, posts showcasing the best practices and policy recommendations of the brief (with relevant creatives) have been shared on LibrarIN social media as per the dedicated social media kit that was created. The social media activity for the communication of the brief run on LibrarIN social media within July 2025.

All the aforementioned material was shared to all project partners for further dissemination through their networks and organisations.



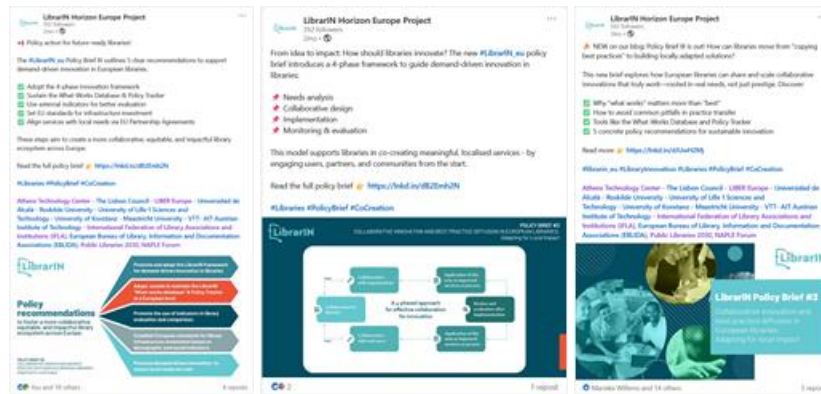


Figure 58: Indicative LibrarIN Social media posts for Policy Brief #3

4.3.4. Dissemination in national languages

To support wider dissemination and incorporate recommendations from the first review, we created a promotional card. The card features a short, accessible description and a QR code linking to the full brief. To maximise its reach within the policymakers from the LibrarIN and TELL consortium countries as a first step, it was translated into the 7 additional languages of the LibrarIN consortium. Digital and physical copies were disseminated at practitioner and policy events. The figure below shows an example from the Finnish translation.



Figure 59: Sample of the Finnish translation of the LibrarIN Policy Brief #3 promotional card



4.4. Policy Brief #4: Next Generation Libraries: Bottom-Up, People-First and Purpose-Driven

The fourth policy brief is titled “*Next Generation Libraries: Bottom-Up, People-First and Purpose-Driven*”, it was published in October 2025.⁵

4.4.1. The LibrarIN Brief #4 – Next Generation Libraries

Policy brief #4 is based on work performed and close collaboration across diverse LibrarIN WPs. A policy analysis of the current library policy debate in Europe (WP6) and the level of adoption of EBLIDA and Council of Europe recommendations on library policy and legislation in several European member states as mapped in the LibrarIN policy tracker (WP5) provided the policy landscape analysis for the policy brief. The large survey performed among public and research libraries (WP4) showcased crucial quantitative findings on prevalence of co-creation, factors that hinder or support co-creation, factors associated with obtaining useful knowledge from which key stakeholders. And qualitative evidence from in-depth case studies (WP3) provided deeper insights into its successful implementation of value co-creation for innovation. These studies examined libraries acting as “living labs” and explored their role in fostering social entrepreneurship, public-private networks, and social innovation. The cases reveal that libraries can successfully drive innovation by embracing a new role centred on collaborative user value creation.

During the November 2024 General Assembly, more Stakeholder Panel members had expressed their interest in contributing to the policy brief and policy recommendations, therefore a dedicated online co-creation session with the LibrarIN stakeholder panel was organised to validate quantitative findings from the large-scale survey, gaps identified, and evidence-based policy recommendations defined.

Additionally, input from the high-level policy roundtable was incorporated in the policy brief, grounding the brief and recommendations seamlessly with the current policy debate and evidence from relevant other large-scale surveys such as the PISA and PIAAC from the OECD.

⁵ Arundel, A., Es-Sadki, N., Fuglsang, L., Desmarchelier, B., Anducas, M., Willems, M., & Silvestrini, E. (2025). Next generation libraries: Bottom-up, people-first and purpose-driven [Policy brief]. LibrarIN / The Lisbon Council LibrarIN_Brief_04 <https://librarin.eu/download/23086/?tmstv=1760961948>



Figure 60: Sample of the graphically designed LibrarIN Policy Brief #4

2.1 How frequently is co-creation used to develop library innovations?

LibrarIN survey data show that co-creation in European libraries is still relatively rare, especially when it comes to involving end users. Co-creation most often involves non-managerial staff, largely because they are readily available to take part in innovation activities (see table 1). Library users are only involved in co-creation for 24% of the surveyed public libraries, while non-profits and businesses are used less frequently. University libraries report higher overall user involvement (52.4%), but this is mostly due to the involvement of faculty or researchers, with only 24.8% of students involved. The high rate of co-creation with faculty or researchers is probably due to their availability and high interest in library innovations that affect them.

TABLE 1. Percent public and academic libraries that used co-creation methods to involve different groups in developing key innovations

	Public	University
Number of libraries ¹	586	315
Library non-managerial staff	54%	64%
Library users	24%	52%
Faculty or researchers as library users	-	46%
Students as library users	-	25%
Non-profits	18%	-
Businesses	15%	-

¹: Number of respondents that answered the relevant questions.

4.4.2. The Policy Roundtable

On 30 September 2025, The Lisbon Council convened the **Policy Roundtable on 'Next Generation Libraries: Bottom-Up, People-First and Purpose-Driven,'** a high-level gathering bringing together 53 participants. Policymakers, library experts and advocates, researchers and participatory experts explored what it will take to unlock the full potential of libraries as bottom-up, people-first and purpose-driven institutions. The roundtable offered a chance to reflect on evidence from the LibrarIN project, situate it within the broader policy context and contribute to the forthcoming culture compass for Europe: a policy framework that positions culture as a driver of democracy, competitiveness, societal resilience and innovation.

Opening the conversation, **Emma Rafowicz**, member of the European Parliament and vice-chair of the committee on culture and education, shared her vision for unlocking the full potential of European libraries as bottom-up, people-first and purpose-driven institutions. She was joined by **Georg Häusler**, director for culture, creativity and sport, directorate general for education, youth, sport and culture, European Commission; **Anthony Arundel**, professorial fellow, United Nations University – Maastricht Economic and Social Research Institute on Innovation and Technology; **Ilona Kish**, director, Public Libraries 2030; **Andrew Cranfield**, director, European Bureau of Library, Information and Documentation Associations; **Helen Mandl**, deputy secretary general, International Federation of Library Associations and Institutions; **Susana Silvestre**, founder, Boost Your Thinking; **Jamie Rose Johnston**, professor, University of Iceland and associate professor, Oslo Metropolitan

University; **Pedro Solano de Almeida**, deputy permanent representative, Permanent Representation of Portugal to the Organisation for Economic Co-operation and Development (OECD); Vivian Paulissen, head of programmes at the European Cultural Foundation; and **Klaas Gommers**, advisor, Dutch Library Association and coordinator, Open Method of Coordination (OMC) Group of Member States' Experts on Building Bridges: Strengthen the Multiple Roles of Libraries as Gateways to and Transmitters of Cultural Works, Skills and European Values.



Figure 61: A selection of pictures of the policy roundtable with Emma Rafowicz, member of the European Parliament and vice-chair of the committee on culture and education, Georg Häusler, director for culture, creativity and sport, directorate general for education, youth, sport and culture, European Commission, and Klaas Gommers, coordinator, Open Method of Coordination (OMC) Group of Member States' Library Experts.

4.4.3. Communication campaigns

4.4.3.1. Communication Campaign Policy Brief #4

A communication campaign was developed for the [fourth LibrarIN policy brief “Next Generation Libraries: Bottom-Up, People-First and Purpose-Driven”](#), which was launched in October 2025. A [press release](#) was created and a [blog post](#) on the LibrarIN website was published announcing the release of the brief with call to action to stakeholders to download and read the brief.

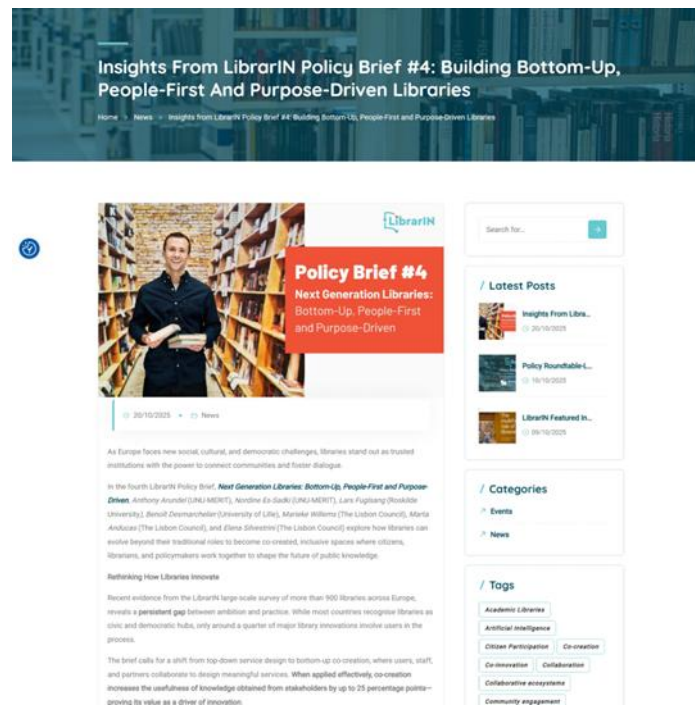


Figure 62: Policy Brief #4 | Website Blog post

Furthermore, posts showcasing the data analysis of the survey, the evidence from in-depth case studies, recommendations of the brief (with relevant creatives) have been shared on LibrarIN social media as per the dedicated social media kit that was created. The social media activity for the communication of the brief run on LibrarIN social media within October 2025.

All the aforementioned material was shared to all project partners for further dissemination through their networks and organisations.

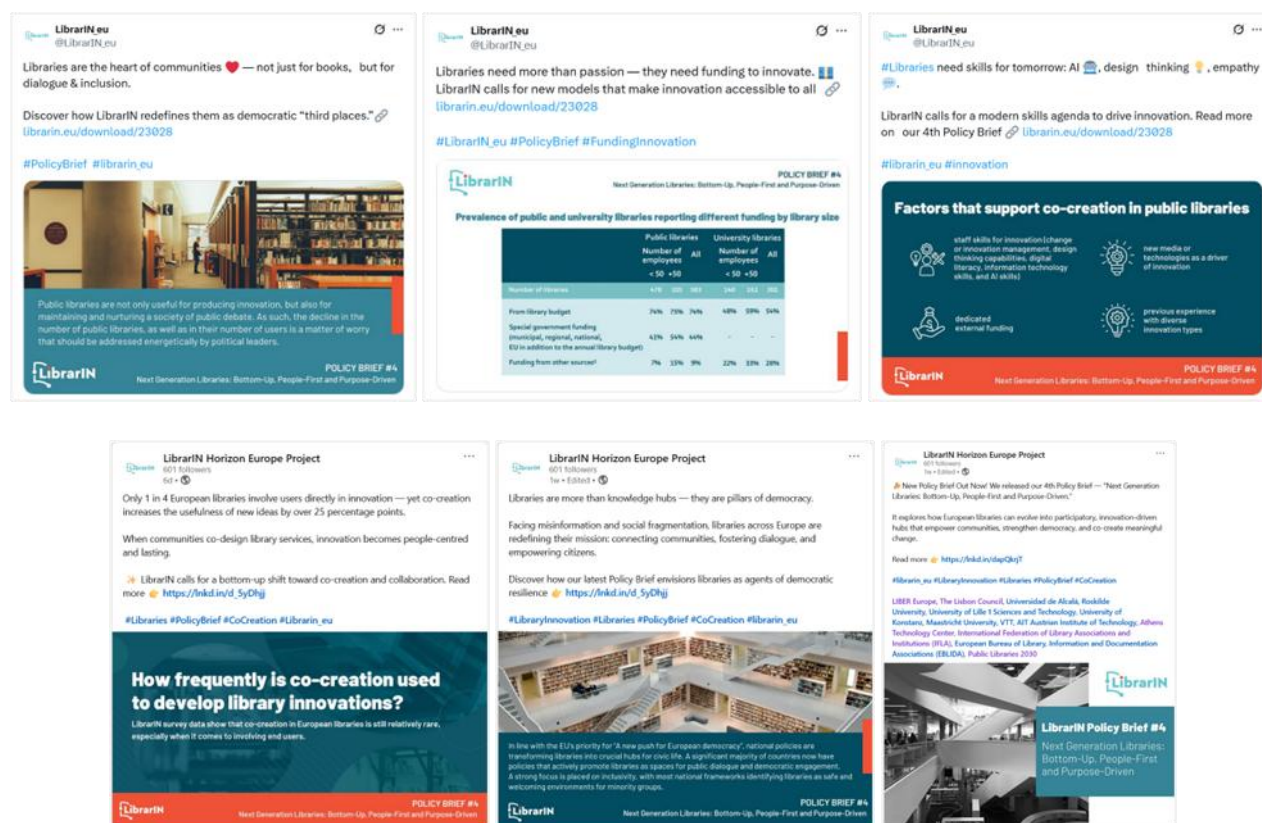


Figure 63: Indicative LibrarIN Social media posts for Policy Brief #4

4.4.3.2. Communication Campaign Policy Roundtable

The Policy Roundtable was announced via LibrarIN online channels:

- LibrarIN website: [High-level Policy Roundtable-Next Generation Libraries: Bottom-Up, People-First and Purpose-Driven – LibrarIN](#)
- LibrarIN X: https://x.com/LibrarIN_eu/status/1970465319035515212
- LibrarIN LinkedIn: <https://www.linkedin.com/feed/update/urn:li:activity:7376230525931261952/>

4.4.4. Dissemination in national languages

To support wider dissemination and incorporate recommendations from the first review, we created a promotional card. The card features a short, accessible description and a QR code linking to the full brief. At the moment of writing consortium partners are translating this card into the 7 additional

languages of the LibrarIN consortium. Digital copies will be widely disseminated. The figure below shows the English version.



Figure 64: Sample of the English version of the LibrarIN Policy Brief #4 promotional card.

4.5. Policy brief #5: Libraries in the Age of AI: Safeguarding Cultural Heritage and Trust

The fifth policy brief is titled “*Libraries in the Age of AI: Safeguarding Cultural Heritage and Trust*”, and at the time of writing it is being prepared for publication.

4.5.1. The LibrarIN Brief #5 – Libraries in the Age of AI

This policy brief is built on close collaboration across diverse LibrarIN WPs, with **WP3 (Task 3.1) providing the core evidence**. Its case studies on digital transformation and the implementation of AI in National Libraries offered the crucial, evidence-based insights that formed the foundation for the brief's implementation guidelines and policy recommendations. This central evidence was contextualized by a policy landscape analysis, which was drawn from two key sources: a policy analysis of the current library policy debate in Europe (WP6) and data from the LibrarIN policy tracker (WP5) mapping the adoption of EBLIDA and Council of Europe recommendations.

During the November 2024 General Assembly, more Stakeholder Panel members had expressed their interest in contributing to the policy brief and policy recommendations, therefore a dedicated in-person co-creation session with the LibrarIN stakeholder panel was organised during the Final Conference in Alacalá, May 2025, **to validate** qualitative findings from the case studies and the implementation recommendations for the definition of policy recommendations.

Additionally, input from the high-level policy roundtable was incorporated in the policy brief, grounding the brief and recommendations seamlessly with the current policy debate and evidence from relevant other AI in library initiatives such as ALIA, Luxembourg's national AI strategy which classifies culture as a high-impact sector and identifies libraries as strategic actors for inclusion and AI maturity, LIBRA.I. Libraries for AI Literacy, The Danish Think Tank Libraries of the Future 2025 report on information literacy, and the Dutch AI parade.

At the moment of writing, the policy brief was being graphically designed.

4.5.2. Policy Brief #5 - The Policy Roundtable

On 21 October 2025, The Lisbon Council convened the **High-Level Policy Roundtable: Libraries in the Age of AI – Safeguarding Knowledge, Culture, and Trust**, a high-level gathering. Policymakers, library experts, and researchers explored how to place libraries at the heart of ethical, people-centred AI—recognising them as key public institutions capable of bridging technology, culture, and trust.

The discussion highlighted that libraries are **vital pillars of democratic societies** and vibrant civic spaces. As artificial intelligence transforms how we create, access, and interpret information, libraries stand at the **very frontline of this transformation**, leveraging AI to preserve cultural heritage and democratise knowledge.

The roundtable offered a chance to reflect on evidence from the **LibrarIN project** and national libraries, showing that AI adoption is not just technical but deeply connected to governance, ethics, and institutional resilience.

Participants noted that despite this crucial role, libraries remain **largely invisible in national and European digital agendas**. The LibrarIN project stressed that libraries can act as testbeds and mediators between AI systems and society, but this potential can only be realised if their role is formally recognised, supported, and funded.

The roundtable welcomed 28 participants, among them **Giuliana De Francesco**, Policy Officer, Directorate-General for Research and Innovation, European Commission; **Arnaud Pasquali**, Policy Officer, Directorate-General for Education, Youth, Sport and Culture, European Commission; **Ines Vodopivec**, Vice dean of academic affairs and secretary general, Faculty of Slovenian and International Studies, Nova University, and representative for Artificial Intelligence for Libraries, Archives and

Museums; **Cédric Kayser**, Expert in cultural matters, Ministry of Culture in Luxembourg; and **Iva Junakovic Prazen**, Project Manager of the LIBRA.I. project, Goethe-Institut Brussels.



Figure 65: A selection of pictures of the LibrarIN policy roundtable featuring Giuliana De Francesco, Policy Officer, Directorate-General for Research and Innovation, European Commission; Arnaud Pasquali, Policy Officer, Directorate-General for Education, Youth, Sport and Culture, European Commission; Ines Vodopivec, secretary general Artificial Intelligence for Libraries, Archives and Museums; Cédric Kayser, Expert in cultural matters, Ministry of Culture in Luxembourg

4.5.3. Communication Campaign

While the policy brief will be published, promoted and widely disseminated in the consortium languages, communication efforts focused on building on the LibrarIN policy roundtable engagement.

The Policy Roundtable was announced via LibrarIN online channels:

- LibrarIN website: [Policy Roundtable-Libraries in the Age of AI: Safeguarding Knowledge, Culture, and Trust – LibrarIn](#)
- LibrarIN X: https://x.com/LibrarIN_eu/status/1976616194590548430



- LibrarIN LinkedIn:
<https://www.linkedin.com/feed/update/urn:li:activity:7382381166743605248/>

4.6. Other policy engagement

In addition to the events organised to discuss the policy briefs and foster the adoption of their recommendations, LibrarIN has actively engaged with key policymakers and initiatives. This strategic engagement aims to maximise the policy impact of the project's results. These additional activities are detailed in the section below.

4.6.1. Policy Session: DG EAC and OMC at the LibrarIN final conference

The Policy Session titled *"Reimagining Libraries: Actions Towards Sparking Collaboration and Innovation"*, held in the context of the **LibrarIN** Final Conference 22 – 23 May 2025 Alcalá, Portugal, brought to the forefront the critical role libraries play as pillars of vibrant democracies and engines of social cohesion. Organised with the ambition to bridge practice, research, and policy, the session served as a platform for meaningful dialogue between EU policymakers and the library innovation community.

High-level representatives such as **Laura Guindal**, Chair of the Open Method of Coordination (OMC) group on Libraries, and **Stefaan Hermans**, Director for Policy Strategy and Evaluation at the European Commission's DG EAC, were moderated by Francesco Mureddu, **Vice president for development and senior researcher** at the Lisbon Council (partner in LibrarIN), to discuss the evolving role of libraries in Europe's social and democratic fabric. Their presence signalled a strong and growing interest from EU institutions in leveraging the transformative potential of libraries in policy agendas.

From the LibrarIN perspective, this session marked a key moment of policy engagement, demonstrating how the project's research and stakeholder collaboration feed into ongoing EU-level discussions about cultural innovation, value co-creation, and the resilience of public spaces. LibrarIN advocates for libraries not only as access points for information and knowledge but also as civic hubs that actively support European values such as inclusivity, freedom of expression, democratic participation, and cultural diversity.

By aligning its insights and tools with broader EU strategies, such as the European Democracy Action Plan, the New European Agenda for Culture, and the Digital Education Action Plan, LibrarIN contributes to shaping forward-looking policies that recognise libraries as essential infrastructures in the green, digital, and democratic transitions.

The session ultimately underscored how evidence and innovation from projects like LibrarIN can inspire policy frameworks that empower libraries across Europe to become even more relevant, resilient, and responsive to societal challenges.



Figure 66: Policy Session at LibrarIN Final Conference with Francesco Mureddu, vice-president at The Lisbon Council, Laura Guindal, chair of the OMC group on Libraries and Stefaan Hermans, director for policy strategy and evaluation at the European Commission’s DG EAC

4.6.2. PL2030, EBLIDA, LIBER, NAPLE and IFLA at the LibrarIN final conference

The LibrarIN final conference brought together leading voices from professional library associations and communities, namely EBLIDA, IFLA, LIBER, NAPLE, OMC and PL2030, in the dedicated session on “*Engaging with professional library associations and communities*”, to explore how they had been responding to emerging challenges and actively shaping the future of library services. As key actors in the library ecosystem, associations played a central role in connecting practitioners, advocating for shared values, and enabling innovation across diverse contexts.

Through a series of focused presentations and discussions, panellists shared their associations’ recent priorities and actions, offering insights into how they were addressing critical shifts in technology, service models, and value co-creation. The session also highlighted how strategic partnerships, both within the sector and across broader cultural, educational, and policy networks, had been instrumental in amplifying impact and fostering more resilient and future-oriented library systems.

By grounding the conversation in the findings of the LibrarIN project, participants examined how research had been turned into practical strategies, and how professional communities were mobilising this knowledge to support transformation at local, national, and European levels. The dialogue not only offered a collective diagnosis of current dynamics but also generated actionable questions and policy-relevant insights that fed into later stages of the programme. The session ultimately demonstrated the power of strategic collaboration in empowering a new generation of libraries.



Figure 67: Engaging with professional library associations and communities session at LibrarIN final conference

4.6.3. OMC Roadmap Contributions

At the EBLIDA 2025 Conference, LibrarIN actively engaged in the Open Method of Coordination (OMC) strategic session, contributing to the consultation round on key policy recommendations for the forthcoming roadmap report, due by the end of 2025. This strategic involvement reflects LibrarIN's commitment to shaping European cultural policy through collaborative, expert-driven processes.

The OMC working group —comprising experts appointed by EU Member States— focuses on the theme "*Building Bridges: Strengthening the Multiple Roles of Libraries as Gateways to and Transmitters of Cultural Works, Skills, and European Values*". This initiative is part of the EU Work Plan for Culture 2023–2026, specifically under Priority B: Culture for the People, which aims to enhance cultural participation and affirm the societal role of culture.

LibrarIN contributed concrete insights from its research on value co-creation, social innovation, and public sector transformation, highlighting how libraries can act as participatory platforms for inclusive cultural access and civic engagement.

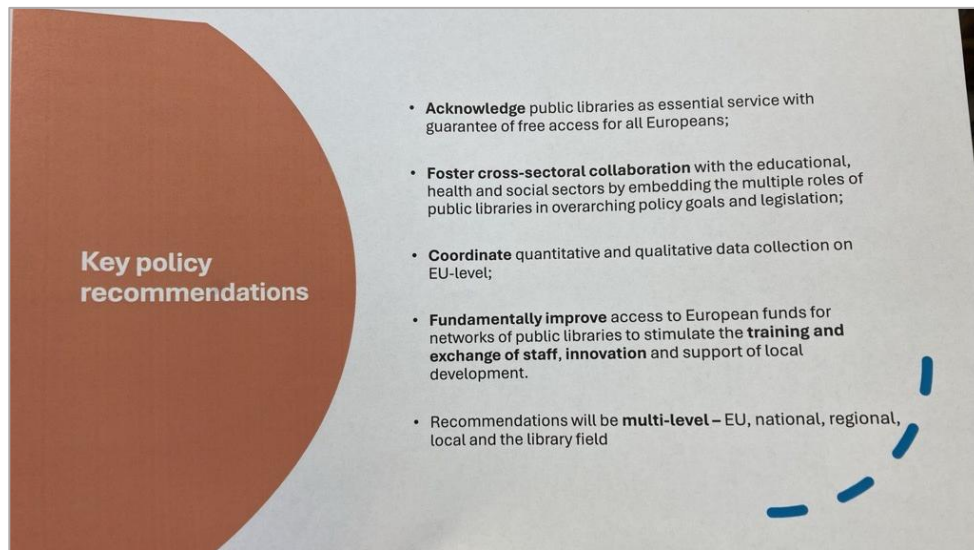


Figure 68: OMC draft key policy recommendations

4.7. Policy Impact and Next Steps

The **LibrarIN project's policy briefs** successfully translated robust research findings into **actionable recommendations** for library managers and policymakers. Drawing on the project's conceptual framework, a large-scale survey on the value of co-creation, and qualitative case studies on living labs, social entrepreneurship, and digital innovation, the briefs provided **evidence-based strategies** to help libraries adapt to a fast-changing environment and reinforce their role as trusted community hubs. The impact of this work is already tangible: as of this writing, and with the final brief pending publication, the series has been downloaded **over 2,600 times**.

Grounded in current European policy debates, the initial briefs were developed through **collaborative mapping** of relevant EU policy documents and recommendations, undertaken with **LibrarIN's Stakeholder Panel policy experts**. As the project's **Policy Tracker** evolved — a dedicated tool designed to benchmark national policies and map the adoption of European guidelines — the evidence gathered through this tracker provided an essential **policy landscape analysis** that informed the project's recommendations.

A key element of this strategy was ensuring all outputs connected directly to the **current policy debate**. Every policy brief, as well as the baseline mapping supported by the Library Policy Tracker, was explicitly linked to the **2023 Council of Europe EBLIDA recommendations** for library policy and legislation. Furthermore, project policy impact activities and briefs connected to the **OMC group and their activities when possible**, facilitating the immediate sharing of relevant knowledge and insights. This emphasis on timing proved critical: the final two **policy roundtables in Autumn 2025** were held just as the **Culture Compass for Europe** was under negotiation and crucial discussions on the EU budget for culture were taking place.



The policy briefs were **co-created** with stakeholders and practitioners to ensure relevance and impact. Each brief was supported by **co-creation activities and discussion fora** bringing together policymakers, library professionals, and other key stakeholders to discuss and refine the insights presented. Targeted **communication campaigns** and materials—translated into the **seven consortium languages**—further broadened the reach and accessibility of the briefs across Europe.

Building on these efforts, LibrarIN pursued **high-level policy engagement**, extending its influence beyond the library sector to contribute to broader European policy discussions. The project's **high-level roundtables** convened key decision-makers, including **Member of the European Parliament Emma Rafowicz** and **Directors from the European Commission's DG EAC and DG Research & Innovation**.

To amplify its policy impact, LibrarIN actively **cultivated synergies** with other initiatives through its policy roundtable discussions in addition to the already strong connections with the European and global library associations (e.g. LIBRA.I, ALIA, The European Challenge, AI Parade, The Danish Think Tank Libraries for the Future, CultuurConnect). A notable example was the collaboration with the **Erasmus+ TELL project**, which co-developed **Policy Brief #3** and engaged in joint activities tracking Council of Europe recommendations and coordinating stakeholder engagement.

This strategic and collaborative approach culminated in a direct connection to the **European Commission's key expert group on libraries (OMC)**. LibrarIN facilitated the participation of the OMC coordinator and a few members in its roundtables and contributed concrete research insights to the OMC's forthcoming strategic roadmap, positioning the project's findings to influence future European-level library policy.

The LibrarIN community will continue to build on the project's research insights, policy tracking, and actionable recommendations, sustaining its contribution to evidence-based policy and innovation in the library sector across Europe.

5. Communication Materials

This section provides an overview of the materials that have been created for the promotion of the project's activities during the last 18 months of the project.

5.1. Press releases

In line with the Dissemination and Communication Plan, press releases have been published in English to communicate the release of the policy briefs published during the reporting period. The press releases are available for downloading [here](#).





Figure 69: LibrarIN Press Releases for Policy Briefs

At the time of editing this report, a press release is being prepared for the launch of the fifth policy brief that will be published within November 2025.

5.2. Newsletters

The LibrarIN team has exploited the Mailchimp marketing platform for creating and sending newsletters. LibrarIN created and released two newsletters during the reporting period.

- **Newsletter - Reimagining Libraries: Insights From The LibrarIN Policy Brief (13 September 2024)**, highlighting the publication of the first policy brief and the organisation of the “LibrarIN Reimagine Libraries Roundtable”. The newsletter was sent via email to 101 subscribers.
- **Newsletter - Save the date for the LibrarIN International Conference 2025 (10 February 2025)**, announcing the LibrarIN International Conference and call for papers as well as highlighting the 5th General Assembly Meeting and Stakeholder Panel Meeting held in Vienna, Austria and the online LibrarIN Reimagine Libraries Roundtable. The newsletter was sent via email to 119 subscribers.

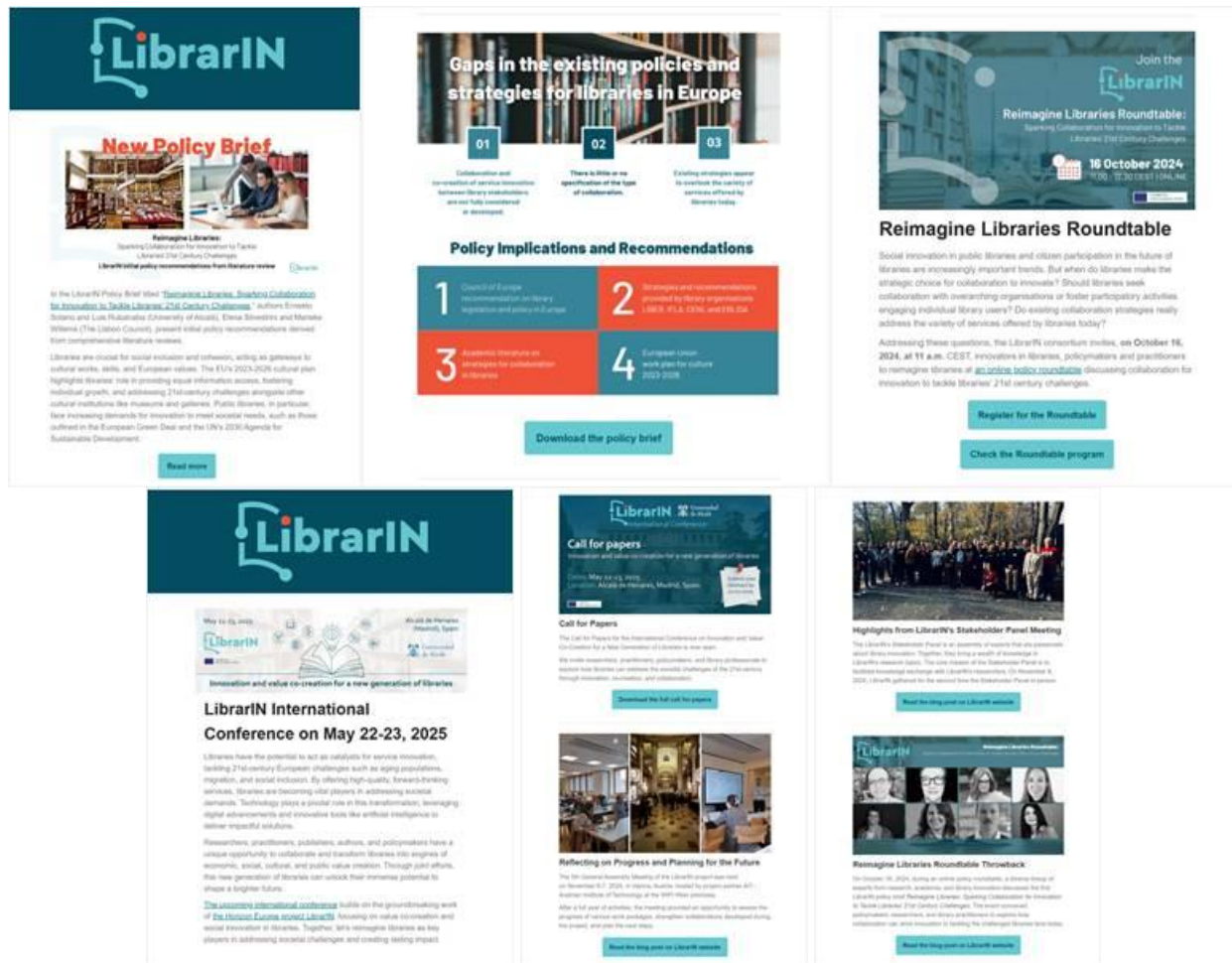


Figure 70: LibrarIN Newsletters

5.3. A5 Flyer

The project also designed one flyer in A5 format showcasing the LibrarIN Toolkit and providing QR codes with links to the implemented toolkit as well as to the form “Collecting Use Cases: what works in a library” that interested parties may use for sharing success stories and initiatives with the LibrarIN community. The flyer was distributed at the LibrarIN International Conference and at the Networking Power Session of the 54th LIBER Annual Conference as well as on other occasions (Stakeholder Panel Meeting, Policy Roundtables). The flyer is available for downloading [here](#). Figure 71 below presents the project’s flyer.



Figure 71: LibrarIN A5 Flyer

5.4. Roll-Up

A project roll-up has also been designed for the purposes of communicating the project in the policy roundtables organised by the project. The roll-up presents in brief the results of the project and provides QR codes with links to the published policy briefs and the implemented toolkit.



Figure 72: LibrarIN Roll-Up

5.5. Promotional Video

The project produced a video called "[LibrarIN: Value Co-Creation in Libraries | Explore the Toolkit for Social Innovation](#)" in May 2025, aiming at giving the general audience better insights into the work of



LibrarIN and the LibrarIN Toolkit, designed to empower library staff, policymakers, and communities with actionable insights and transformative tools. The video was uploaded to the YouTube channel, embedded on the website homepage and posted through both the LibrarIN [X](#) and [LinkedIn](#) channels. It has so far received 57 views.



Figure 73: Screenshot of the LibrarIN video

6. Dissemination & Communication Impact assessment

This section assesses the impact of the performed dissemination and communication activities by comparing their quantitative indicators against the Key Performance Indicators (KPIs) as set in Deliverable "D6.1 Dissemination, Communication & Sustainability Plan". Based on the KPIs and their description in D6.1 and considering the dissemination and communication activities until the end of Y3, October 2025, the following table (**Error! Reference source not found.**) indicates of how effective these activities were during the project.

Table 5: LibrarIN Dissemination and Communication KPIs tracking for M1-M36

Indicator	KPIs Y1-Y3	KPIs M1-M36	Status
Project Website	≥1.000 accesses annually, ≥100 downloads	6.881 users 14.296 downloads	
Social Media	≥100 Posts yearly, ≥300 Followers (X/Twitter: 60 posts yearly, and a total of 200 followers; LinkedIn: 40 posts yearly, and a total of 100 followers)	X/Twitter: 521 posts with retweets, 120 followers	
		LinkedIn: 228 posts, 604 followers	
Brochure	≥1.000 hard copies distributed in ≥ 10 events, ≥100 downloads	300 hard copies distributed in 4 events (brochure) 200 hard copies distributed in 2 events (A5 flyer) 300 hard copies disseminated in 4 events (A6 policy brief cards), 180 hard copies disseminated in 1 event (A4 policy brief teaser)	
		515 downloads -brochure, 110 downloads - A5 flyer, 2.865 downloads - policy briefs cards	
Newsletters	≥3 newsletters (one newsletter yearly)	3 newsletters >110 recipients	
Video	≥1 video	3 (promotional video for toolkit; short "Save-the-date" video for the conference; short video with highlights from the conference)	
Traditional media	≥ 2 media appearances	In total: 5 4 appearances in Spanish digital newspapers or websites about the LibrarIN conference; 1 appearance in Spanish digital media outlet – interview	
Scientific publications	≥20 open-access publications ≥20 Conference publications ≥1 selected paper/issue in international journal	27 open access publications 32 conference publications 9 papers in international journal	
Magazine publications and blogs	≥5 publications and 10 blog posts	3 publications (including 1 CORDIS paper) 64 blogposts	

Indicator	KPIs Y1-Y3	KPIs M1-M36	Status
Attendance to conferences	10 conferences attended, 100 visitors	32 conferences attended with Presentations (see conference publications)	
Conference organisation	1 conference organised	1 LibrarIN final conference- May 2025, hosted by University of Alcala, >150 participants, from 40 countries	
Workshops	Organise at least 5 workshops with stakeholders	6 workshops organised	
Synergies at national or international levels for sharing knowledge	≥ 3 projects	8 projects • Time Machine • Kulturpool • ELAN Project • TELL Project • OMC Roadmap Contributions • GLAMMONS • RECHARGE • LIBRA.I	
Policy Events	4 policy events	7 policy events • 4 LibrarIN policy roundtables, >180 participants • 1 OMC & NAPLE session attended at EBLIDA 2025 • 1 Policy Session at LibrarIN final conference • 1 Library Associations and Community session at LibrarIN final conference	

While WP6 led the delivery of communication and dissemination activities, the successful results reflect the significant contributions of all consortium partners.

The results of WP6 exceeded the expectations set in the planning phase. All objectives as described in the Dissemination, Communication and Sustainability Plan (D6.1) are successfully met.

There is one observation to make regarding the KPI for hardcopy brochures. During the project, project partners took environmental sustainability measures to ensure avoiding unnecessary printing of hardcopy items. This resulted in a more conservative number of printed copies of brochures. The number of downloads of the digital version of the brochures, however, which is around 3.500, by far exceeds the prognosed KPIs. This shows that the desired outcome – which obviously is not the number of copies but reaching the LibrarIN audience – was more than achieved.



7. Sustainability (summary)

LibrarIN's fundamental objective is to equip libraries with the essential frameworks, tools, and policy recommendations they need to adapt to evolving societal demands. The project aims to strengthen the role of libraries as vital democratic and social hubs. A central component of this initiative is a robust sustainability plan designed to ensure that the project's contributions remain accessible, relevant, and impactful for the long term.

The project has produced several key outputs, or the **Key Exploitable Results (KERs)**, designed for sustained use:

1. **LibrarIN Toolkit:** This comprehensive resource includes the Library Policy Tracker, the "What Works" Database (a collection of best practices), and the LibrarIN Knowledge Repository. These tools are intended to be a central resource for library innovation, with The Lisbon Council and ATC managing their ongoing maintenance.
2. **LibrarIN Frameworks:** This encompasses a conceptual framework for participatory management and sustainable growth in public libraries, supplemented by empirical research on digital transformation and social entrepreneurship.
3. **LibrarIN Policy Recommendations:** Actionable recommendations, derived from research, are disseminated through policy briefs and high-level roundtables to foster social innovation in libraries. These will remain in the public domain, managed by The Lisbon Council.
4. **LibrarIN Stakeholder Panel:** A diverse group of experts from 19 European countries, this panel provides practical insights to ensure the project's research and recommendations are applicable. It is intended to evolve into a permanent platform for dialogue and advocacy.

The sustainability plan was developed through a comprehensive, collaborative approach involving co-creation with consortium partners and the Stakeholder Panel to map assets and identify future needs.

A major focus of the project has been extensive stakeholder engagement and exploitation activities, which include:

- **Policy Engagement:** Actively publishing policy briefs and organizing roundtables to promote recommendations. LibrarIN has also contributed to the Open Method of Coordination (OMC) group to integrate its results into the EU Work Plan for Culture 2023–2026.
- **Practitioner Engagement:** The project emphasises reaching out to the practitioner community by showcasing its outputs, such as the Toolkit and frameworks, at major conferences like EBLIDA 2025 and LIBER 2025.
- **Targeted Synergies:** Building partnerships with key European library associations (LIBER, IFLA, EBLIDA, NAPLE). A notable discussion includes integrating the "What Works Database" directly into the EBLIDA website.

LibrarIN aims to be a "Lighthouse for a new generation of European libraries," aligning with EU priorities like democratic resilience and social inclusion. Key strategies to achieve this include:

- **Institutional Integration:** Embedding LibrarIN outputs into existing platforms.
- **Policy Uptake:** Continuing policy dialogue with evidence-based recommendations.
- **Financial and Digital Continuity:** Ensuring long-term website and toolkit access.
- **Knowledge Transfer:** Promoting open access to research and encouraging the reuse of tools.
- **Academic Exploitation:** Integrating project outcomes into academic curricula.

To solidify this sustainable future, a **Memorandum of Understanding (MoU)** was drafted, shared and discussed with stakeholders. This agreement between consortium members and key stakeholders will be the main outcome of the sustainability plan. It will establish clear governance, define ownership, and outline the shared commitments necessary for the continued promotion and development of LibrarIN's resources, ensuring its ongoing impact.

During the last LibrarIN Stakeholder Panel meeting on 30 September in Brussels, stakeholders were asked to take part in an exercise of how the community could be shaped going forward and formally defined in the MoU. The MoU was then symbolically signed during this meeting, as shown in the figure below. At the time of writing an electronic signage is in process and is being signed by 34+ people.

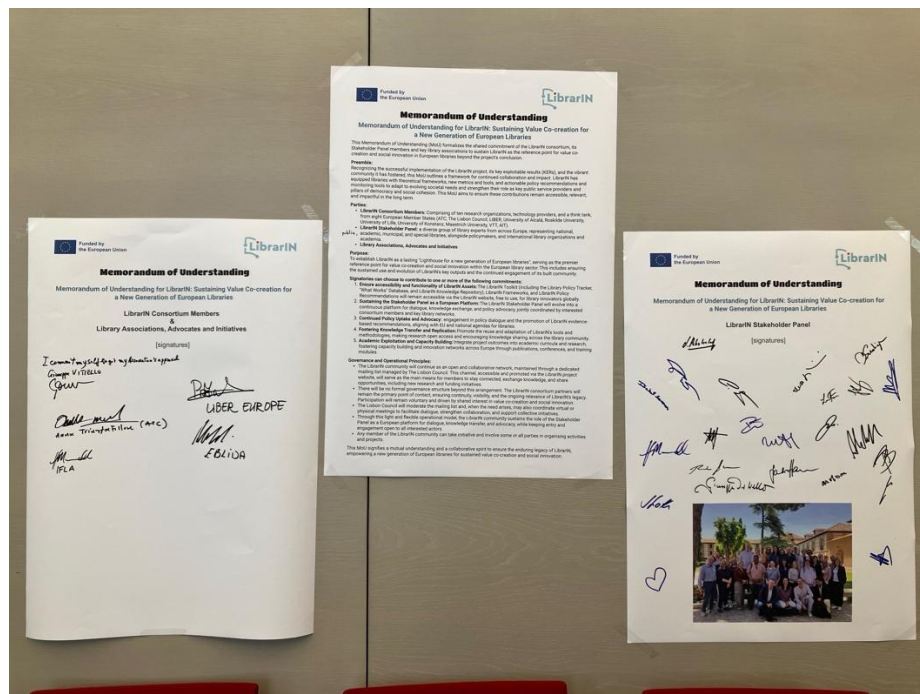


Figure 74: The LibrarIN MoU symbolically signed by members of the Stakeholder Panel and organisations form the consortium and panel.



8. Conclusions

In the report above, an extensive overview of the communication and dissemination activities undertaken by the project. It shows the overwhelming success of the project. The key to this success was the enthusiasm, dedication and energy of the people working on the project – consortium and project partners and stakeholder panel members. But also, the heartwarming interest and engagement of policy makers, librarians and others who collaborated with the project or joined the activities. All the activities described above were brought together by WP6 but was truly a joint effort from everyone involved.



9. Annexes

9.1. Annex I: Overview of partners activities

Overview of Partners' communication activities between May 2024 and October 2025.

Table 6: Overview of reached numbers in LibrarIN website for M19-M36 and in total

Description	Communication channel	Partner
LibrarIN reference page on AIT website	Website	AIT
News contribution promoting the Policy Brief	Website	AIT
Post promoting LibrarIN's 1st Policy Brief	Social media	AIT
Post promoting LibrarIN's 1st Policy Brief	Social media	AIT
Post promoting LibrarIN's 1st Policy Brief	Social media	AIT
Promotion of LibrarIN's 1st Policy Brief	Website	ATC
Promotion of LibrarIN's 1st Policy Brief	Social media	ATC
Promotion of LibrarIN's 1st Policy Brief	Social media	ATC
Promotion of LibrarIN's 1st Policy Brief	Social media	ATC
Promotion of LibrarIN's 1st Policy Brief	Social media	ATC
Promotion of LibrarIN's 1st Policy Brief	Social media	ATC
Promotion of LibrarIN's 1st Policy Brief	Social media	ATC
Presentation "Application of AI in Professional Services: Challenges and Benefits" given at RUC Digitalization Department, 8 May 2024, Roskilde, Denmark	Event (conference, meeting, workshop, internet debate, round table, group discussion, etc.)	RUC
"From Basic E-commerce to Artificial Intelligence-A Career Journey", invited presentation. "Italian Women Researchers in Denmark: Experiences and Learnings" event organized by ARSID-Italian Institute of Culture, 9 October 2024, Hellerup, Denmark	Event (conference, meeting, workshop, internet debate, round table, group discussion, etc.)	RUC
"Managing Artificial Intelligence in Organizations", talk about AI including Libraries. Digital Tech Summit 2024, 30-31st October 2024, ØksneHallen, Copenhagen, Denmark	Event (conference, meeting, workshop, internet debate, round table, group discussion, etc.)	RUC
Inform librarians from the LIBER network about LIBER news and projects LIBER is involved in. LibrarIN has been mentioned in LIBER's newsletters (LIBER Insider #41 to #45 and #47 to #54).	Newsletter	LIBER
Promotion of LibrarIN's 2nd and 3rd Policy Briefs	Website	ATC
Promotion of LibrarIN's 2nd Policy Brief	Social media	ATC



Description	Communication channel	Partner
Promotion of LibrarIN's 2nd Policy Brief	Social media	ATC
Promotion of LibrarIN's 2nd Policy Brief	Social media	ATC
Promotion of LibrarIN's 3rd Policy Brief	Social media	ATC
Promotion of LibrarIN's 3rd Policy Brief	Social media	ATC
Promotion of LibrarIN's 3rd Policy Brief	Social media	ATC
Promotion of LibrarIN's 2nd Policy Brief	Website	ATC
Promotion of LibrarIN's 3rd Policy Brief	Website	ATC
Promotion of LibrarIN's 3rd Policy Brief	Social media	AIT
News item "Turning the Page: Co-Creating People-First European Libraries" for Policy Roundtable on "Next Generation Libraries: Bottom-Up, People-First and Purpose-Driven"	Website	LC
Promotion of "Reimagine Libraries Roundtable: Sparking Collaboration for Innovation to Tackle Libraries' 21st Century Challenges"	Website	ATC
Promotion of "Reimagine Libraries Roundtable: Sparking Collaboration for Innovation to Tackle Libraries' 21st Century Challenges"	Social media	ATC
Promotion of "Reimagine Libraries Roundtable: Sparking Collaboration for Innovation to Tackle Libraries' 21st Century Challenges"	Social media	ATC
Promotion of "Reimagine Libraries Roundtable: Sparking Collaboration for Innovation to Tackle Libraries' 21st Century Challenges"	Social media	ATC
Promotion of "Reimagine Libraries Roundtable: Sparking Collaboration for Innovation to Tackle Libraries' 21st Century Challenges"	Social media	ATC
Promotion of LibrarIN's 1st Policy Brief	Social media	LIBER
Promotion of "Reimagine Libraries Roundtable: Sparking Collaboration for Innovation to Tackle Libraries' 21st Century Challenges"	Social media	LIBER
Promotion of LibrarIN International Conference Call for papers	Social media	LIBER
Promotion of LibrarIN International Conference Call for papers	Social media	LIBER
Inform librarians from the LIBER network about LibrarIN Networking Power Session at the LIBER 2025 Conference	Social media	LIBER
Announcement of LibrarIN International conference. Post on UAH communication portal	Website	UAH



Description	Communication channel	Partner
Announcement of LibrarIN International conference. Article on Dream Alcalá website.	Media article	UAH
Announcement of LibrarIN International conference. Article on guadalajaradiario.es website.	Media article	UAH
Announcement of LibrarIN International conference. Post on Digital Skills and Jobs Platform.	Media article	UAH
Announcement of LibrarIN International conference. News item on Anabad Federation website.	Media article	UAH
Interview of LibrarIN Scientific Coordinator, Luis Rubalcaba about the project at the Castilla-La Mancha edition of el diario.es.	Interview	UAH



9.2. Annex II - LibrarIN International Conference

9.2.1. Summary of contents

In today's world, libraries are evolving to address some of the most pressing societal challenges. No longer limited to their traditional roles centered on books and readership, a new generation of libraries are emerging as dynamic hubs of community engagement, identity building, and societal well-being. These modern libraries foster citizen participation, meet the needs of vulnerable populations, preserve cultural heritage, and contribute to sustainable development and growth at local, regional, and national levels.

Libraries have the potential to act as catalysts for service innovation, tackling 21st-century European challenges such as aging populations, migration, and social inclusion. By offering high-quality, forward-thinking services, libraries are becoming vital players in addressing societal demands. Technology plays a pivotal role in this transformation, leveraging digital advancements and innovative tools like artificial intelligence to deliver impactful solutions.

The foundation of innovation in libraries lies in a new paradigm of service provision. This paradigm prioritizes:

- **Co-creation** and active user engagement.
- **Multi-agent collaboration**, bringing together diverse stakeholders.
- **Technological and organizational transformations**, complementing each other to create synergy.
- An **open innovation culture** that fosters collaborative skills, advanced managerial models, and robust policy support.

Researchers, practitioners, publishers, authors, and policymakers have a unique opportunity to collaborate and transform libraries into engines of economic, social, cultural, and public value creation. Through joint efforts, this new generation of libraries can unlock their immense potential to shape a brighter future.

The international conference has built on the groundbreaking work of the Horizon Europe project LibrarIN (<https://librarin.eu/>), focusing on value co-creation and social innovation in libraries. Together, let's reimagine libraries as key players in addressing societal challenges and creating lasting impact.

Topics of the Conference

- Innovation and co-creation in libraries: theoretical frameworks and practice experiences.
- Digital transformation, technological advances, and artificial intelligence for libraries.
- Preservation of cultural heritage for libraries.
- Relationships between public-private-third sector innovation networks and libraries.
- Living labs in libraries, service design and user engagement.



- Social inclusion and services to vulnerable communities.
- Entrepreneurship and support for entrepreneurs.
- Particularities of innovation in public, municipal, academic and national libraries.
- New managerial models and tools for libraries.
- Service quality, monitoring, and evaluation.
- Challenges for publishers, authors and Althors, students, library staff.
- Library impacts in culture, urban and regional growth, and socioeconomic transformations.
- Innovation and co-creation metrics in libraries.
- Policies for promoting innovation in libraries.

Target audience of the conference

- RESEARCHERS in different academic disciplines and fields: library and information sciences, innovation, services, management, business, economics, geography, engineering and computer science, social sciences and humanities.
- LIBRARY PRACTITIONERS (special track for sharing case stories), managers and service providers.
- POLICYMAKERS in charge of libraries, culture, education and innovation policies.
- PUBLISHERS AND USERS: authors, Althors, communities of readers and library users.

Tracks

- TRACK 1: TECHNOLOGIES, digital transformation, and artificial intelligence in libraries
- TRACK 2: NEW LIBRARY SERVICES, service innovation and innovation ecosystems in libraries
- TRACK 3: VALUE CO-CREATION, living labs, service design, and user engagement
- TRACK 4: SOCIAL INCLUSION, networks and entrepreneurship
- TRACK 5: SERVICE QUALITY and service management in libraries
- TRACK 6: METRICS, measuring transformations and collaboration in libraries
- TRACK 7: LIBRARY IMPACTS in culture, cities and regions and socio-economic transformations
- TRACK 8: CASE STORIES on transformations and collaborations in libraries
- TRACK 9: CHALLENGES for policymakers, library staff, publishers, authors, Althors, students

9.2.2. Participants

The International Conference organised by the LibrarIN Horizon Europe *Project Innovation and value co-creation for a new generation of libraries* (Alcala de Henares, May 22-23, 2025) brought together leading European researchers, policymakers, and practitioners, together with representatives from prominent global library institutions, including Harvard University's Library Technology division. With a balanced academic and professional orientation, the event featured scientific presentations and interactive sessions that reflected and advanced the key results, frameworks, and policy implications developed within the LibrarIN project.

The project was attended by over 150 people from more than 40 countries – almost all of Europe was represented at the conference (see Figure 75). Prominent participants included Stuart Snyderman, Director for Library Technology at Harvard University; the directors and managers of some of the most important library networks and associations in Europe – Andrew Cranfield (Director of EBLIDA), Ilona Kish (Director of Public Libraries 2030), Helen Mandl (Deputy Secretary General of IFLA) –; and important figures from the political world related to the promotion of innovation and co-creation in libraries – Stefaan Hermans (Director of Policy Strategy and Evaluation D-G for Education, Youth, Sport and Culture in European Commission), Laura Guindal Martínez (Director General of Library Coordination in Spanish Ministry of Culture), María José Gálvez Salvador (Director General of Books, Comics, and Reading in Spanish Ministry of Culture) –. This broad and varied participation validated the co-creative approach on which the LibrarIN project is based.



Figure 75: European countries represented in LibrarIN Conference

In addition to almost all of Europe, countries such as the United States and several Latin American countries like Colombia, Mexico, and Argentina were also represented at the conference. A relevant presentation was the one made by Dr. Svitlana Chukanova, who expose the article *Co-creating value trough research data management training: Experience of the National University of Kyiv-Mohyla Academy Library* trough videoconference from Ukraine. The conference's speakers were around 50% researchers and 50% practitioners, and the conference was divided between plenary and parallel sessions.

9.2.3. Conference development and conclusions

The conference opened with welcoming remarks from Javier de la Mata, Vice Rector for Research and Transfer, University of Alcalá, María José Gálvez Salvador, Director General, Spanish Ministry of Culture, Anna Triantafyllou, LibrarIN Project Coordinator, Athens Technology Center and Luis Rubalcaba, LibrarIN Scientific Coordinator, University of Alcalá. These addresses highlighted the growing importance of libraries as active agents of change, fostering inclusion, collaboration, and innovation across communities and sectors.

The key-note session was The Future of Library Services: Innovation, Technology, and Value Co-creation and it was given by Stuart Syndman (Harvard University) and Paul Windrum (University of Nottingham) and moderated by Luis Rubalcaba (University of Alcalá). The two speakers provided a complementary view of innovation in libraries and value co-creation from both technology and service innovation perspectives. The challenges for innovation ecosystems in libraries are evolving requiring new approaches where joint work between practitioners and academics were at stake.

The conference included different plenary and parallel sessions on many domains. It also presented main results from the LibrarIN project in the plenary sessions titled: New evidence from the EU LibrarIN project in selected library topics, presented by Carsten Smith / Ines Mergel - University of Konstanz: Digital transformation and AI, Benoît Desmarchelier / Faïz Gallouj - University of Lille: Public-private networks and social innovation, Lars Fuglsang - Roskilde University: Living Labs, co-creation and co-innovation, Anthony Arundel, - Merit- Maastricht University: Innovation metrics in libraries.

Two special sessions took also place. One was Engage with Leadership from Professional Associations and Networks, where the most important professional associations in the sector were represented and discussed about major challenges for libraries in terms of innovation and value co-creation. Chaired by Marieke Willems (Lisbon Council), speakers were Ilona Kish – Public Libraries 2030, Stephen Wyber – IFLA, Andrew Cranfield – EBLIDA, Izabela Korys – NAPLE, Hilde van Wijngaarden – LIBER.

Another special session was the one dedicated to Preservation of Cultural Heritage for Libraries. The panel of speakers was chaired by Hilde van Wijngaarden (LIBER) and speakers included Stuart Snyderman – Harvard University, Gloria Expósito Álvarez - Spanish National Library, and Jacobo Vera - Libnova.

Parallel sessions were organised into four time-blocks, each with clearly defined tracks. Session I (22 May, 17:15) featured the Parallel special session “Engage with Leadership from Professional Associations and Networks”, plus research tracks on Technologies and Artificial Intelligence and another on Metrics, Bibliometrics and Assessment. Session II (23 May, 08:05) combined research tracks



- one on New Library Services: Networks, Ecosystems and Ethics and another on Value Co-creation and Living Labs - with practitioners' tracks on Case Stories on Preservation and Case Stories on Children, Reading and Youth. Session III (23 May, 11:00) included the Parallel special session Preservation of Cultural Heritage for Libraries, the practitioners' track Case Stories on University Libraries, and the research track Value Co-creation and Technologies. Finally, Session IV (23 May, 14:00) addressed Social Innovation and Inclusion in Libraries, Library Impacts and Technologies, and the practitioners' track Library Challenges and Innovation.

The 41 papers presented at the Conference supported several of the most important findings of the LibrarIN project. In particular, the multi-agent conceptual framework, whose fundamental idea is that the preferences and competencies of library users, managers, and staff interact directly and indirectly to generate value, services, and innovations with specific characteristics, was reflected in works such as "Co-creation of space for young people?" by Katrina Kukaine and "Co-creating Value through Research Data Management Training" by Svitlana Chukanova. These works showed the key dimensions of the multi-agent framework and proved its relevance and applicability. Moreover, the multi-agent framework was presented in the keynote session of the Conference, receiving positive comments and criticism from professionals and practitioners.

Some of the main conclusions by the Conference can be found below:

- **Libraries are consolidating their role in innovation ecosystems.** The conference demonstrated that libraries are not merely service providers but dynamic environments where technology, knowledge, and social interaction converge. Through co-creation and stakeholder collaboration, libraries act as living infrastructures for experimentation and societal transformation.
- **Innovation in libraries extends beyond technology to embrace social and organizational change.** Discussions and case presentations showed that digital tools, AI adoption, and data-driven management are effective only when combined with participatory governance, new professional roles, and inclusive community engagement strategies.
- **Empirical and methodological advances now allow for the systematic study of innovation in libraries.** Surveys, comparative analyses, and real-life pilots presented at the conference provided tangible evidence of how innovation processes can be measured, monitored, and evaluated. These contributions confirm the operational value of the LibrarIN conceptual framework for both research and policy.
- **Policy alignment and societal relevance are central to library innovation.** The conference underlined the importance of connecting innovation in libraries with broader European objectives—such as open science, social inclusion, and digital transition — showing that libraries function as key infrastructures for achieving public value in democratic societies.
- **A new vision for libraries is emerging: open, collaborative, and impact-oriented.** The discussions and exchanges across sessions reflected a shared commitment to redefine libraries



as proactive agents of change, capable of leading multi-actor ecosystems where innovation contributes directly to cultural vitality, civic participation, and knowledge equity across Europe.

- **Libraries are changing their main objective from collections to connections:** Traditionally, libraries' ultimate "innovation" goal was to have large collections of works on specific topics, which allowed them to serve as the main information and reference center in cities. The papers and presentations given at the conference demonstrate that this has changed, and that today libraries seek to be meeting places where people work together, collaborate, and become co-creators of public value for society.



9.3. Annex III - LibrarIN International Conference: Call for Papers

INTERNATIONAL CONFERENCE

Innovation and value co-creation for a new generation of libraries



**May 22-23,
2025**

**Alcalá de Henares
(Madrid), Spain**

www.librarincongress2025.com

CALL FOR PAPERS

Abstract submission: January 14th - March 3rd, 2025
Decisions on abstracts: 10 days after submission
Registration: January 14th - April 10th, 2025





With the support of:








BACKGROUND

In today's world, libraries are evolving to address some of the most pressing societal challenges. No longer limited to their traditional roles centered on books and readership, a new generation of libraries is emerging as dynamic hubs of community engagement, identity building, and societal well-being. These modern libraries foster citizen participation, meet the needs of vulnerable populations, preserve cultural heritage, and contribute to sustainable development and growth at local, regional, and national levels.

Libraries have the potential to act as catalysts for service innovation, tackling 21st-century European challenges such as aging populations, migration, and social inclusion. By offering high-quality, forward-thinking services, libraries are becoming vital players in addressing societal demands. Technology plays a pivotal role in this transformation, leveraging digital advancements and innovative tools like artificial intelligence to deliver impactful solutions.

The foundation of innovation in libraries lies in a new paradigm of service provision. This paradigm prioritizes:

- Co-creation and active user engagement.
- Multi-agent collaboration, bringing together diverse stakeholders.
- Technological and organizational transformations, complementing each other to create synergy.
- An open innovation culture that fosters collaborative skills, advanced managerial models, and robust policy support.

Researchers, practitioners, publishers, authors, and policymakers have a unique opportunity to collaborate and transform libraries into engines of economic, social, cultural, and public value creation. Through joint efforts, this new generation of libraries can unlock their immense potential to shape a brighter future.

The upcoming international conference builds on the groundbreaking work of the Horizon Europe project LibrarIN (<https://librarin.eu/>), focusing on value co-creation and social innovation in libraries. Together, let's reimagine libraries as key players in addressing societal challenges and creating lasting impact.

TOPICS OF THE CONFERENCE

- Innovation and co-creation in libraries: theoretical frameworks and practice experiences.
- Digital transformation, technological advances, and artificial intelligence for libraries.
- Preservation of cultural heritage for libraries.
- Relationships between public-private-third sector innovation networks and libraries.
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- Social inclusion and services to vulnerable communities.
- Entrepreneurship and support for entrepreneurs.
- Particularities of innovation in public, municipal, academic and national libraries.
- New managerial models and tools for libraries.
- Service quality, monitoring, and evaluation.
- Challenges for publishers, authors and authors, students, library staff.
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- Innovation and co-creation metrics in libraries.
- Policies for promoting innovation in libraries.



TARGET AUDIENCE OF THE CONFERENCE RESEARCHERS in different academic disciplines and fields: library and information sciences, innovation, services, management, business, economics, geography, engineering and computer science, social sciences and humanities. LIBRARY PRACTITIONERS (special track for sharing case stories), managers and service providers. POLICYMAKERS in charge of libraries, culture, education and innovation policies. PUBLISHERS AND USERS: authors, authors, communities of readers and library users. RESEARCH TRACKS TRACK 1: TECHNOLOGIES, digital transformation, and artificial intelligence in libraries TRACK 2: NEW LIBRARY SERVICES, service innovation and innovation ecosystems in libraries TRACK 3: VALUE CO-CREATION, living labs, service design, and user engagement TRACK 4: SOCIAL INCLUSION, networks and entrepreneurship TRACK 5: SERVICE QUALITY and service management in libraries TRACK 6: METRICS, measuring transformations and collaboration in libraries TRACK 7: LIBRARY IMPACTS in culture, cities and regions and socio-economic transformations PRACTITIONERS TRACKS TRACK 8: CASE STORIES on transformations and collaborations in libraries TRACK 9: CHALLENGES for policymakers, library staff, publishers, authors, authors, students... SUBMISSION FOR PRESENTING A PAPER OR A CASE STORY To Research Tracks. This international conference does not require full papers. Instead, participants are asked to submit a 1-2 pages abstract that includes Author(s), Title, and Abstract detailing rationale, goal, methodology, and expected outcomes. To Practitioners Tracks. Papers are not required. Participants are invited to submit a concise summary (half a page to one page) of their case story, which should include: Author(s), Title and Summary. The submission deadline is March 31st, 2025. Available on the conference website www.librarin congress2025.com LANGUAGE English ATTENDEES This international conference is also open to attendees who do not have a paper or case story to present.	SCIENTIFIC COMMITTEE Ada Scupola, Roskilde Universitet Center Alberto Peralta, Universidad de Alcalá Andreej Vrzon, Library and Information Science Research Anna Triantafyllou, Athens Technology Center S.A. Anne Vorre Hansen, Roskilde Universitet Center Anthony Arundel, Maastricht University Antoine Henry, Université de Lille Barbara van der Vaart, Library and Information Science Research Benoit Desmarchelier, Université de Lille Carsten Schmidt, University of Konstanz Christina Liefoghe, Université de Lille Dana Wasserbacher, AIT Austrian Institute of Technology David Gago, Universidad de Alcalá Doris Scharfing, AIT Austrian Institute of Technology Elena Silvestrini, The Lisbon Council Ernesto Solano, Universidad de Alcalá Fabio Moscoso, Universidad de Alcalá Faiz Gallouj, Université de Lille Francesco Molinari, The Lisbon Council Francesco Mureddu, The Lisbon Council Garifalia Sebou, Athens Technology Center S.A. Ines Mergel, University of Konstanz Isabelle Liotard, Université de Lille Kirsi-Maria Hyttinen, VTT Technical Research Centre of Finland Lars Fuglsang, Roskilde Universitet Center Luis Rubalcaba, Universidad de Alcalá Marieke Willems, The Lisbon Council Marta Anducas, The Lisbon Council Nordine Es-Sadki, Maastricht University Nuria Madueño, Universidad de Alcalá Olivier Hersperger, Library and Information Science Research Paul Windrum, VTT and University of Nottingham Stefan Thorbjørnsen, Roskilde Universitet Center Cristina Suárez Gálvez, Universidad de Alcalá Tiina Tuominen, VTT Technical Research Centre of Finland Varun Gupta, Universidad de Alcalá PRACTITIONERS COMMITTEE Members of the LibrarIN stakeholders panel: https://librarin.eu/who-we-are/stakeholders/
ORGANIZING COMMITTEE (UAH team) Luis Rubalcaba (president), Alberto Peralta, Alejandra Suárez de Cepeda, Cristina Suárez, David Gago, Ernesto Solano, Fabio Moscoso, María Dolores Ballesteros, Nuria Madueño, Varun Gupta VENUE Universidad de Alcalá (UAH) Plaza San Diego, s/n 28901 Alcalá de Henares (Madrid)  UNESCO World Heritage University and historical site of Alcalá de Henares The University of Alcalá, situated in the charming city of Alcalá de Henares (Madrid, Spain)—the birthplace of Cervantes—is conveniently just 20 minutes by car or taxi from Madrid's international airport, ensuring easy accessibility. Public transportation also offers a seamless connection from the airport to this historic and culturally rich university town. REGISTRATION FEES & COSTS This international conference is FREE to attend, with no registration fees. However, optional services, such as attendance at the gala dinner, may have a cost. CONTACT DETAILS Web page: www.librarin congress2025.com Email Secretariat: librarin congress2025@fgua.es	LIBRARIN CONFERENCE PROGRAM (Draft version) THURSDAY 22nd 14:30 Arrival and registration 15:00 Welcome and Opening Session 15:30 Keynote: The future of Library Services: Innovation, Technology, and Value Co-creation Chair: Luis Rubalcaba, University of Alcalá - Stuart Snyderman, Harvard University - Paul Windrum, University of Nottingham 16:45 Coffee Break 17:15 Parallel Sessions: Paper presentations - Research tracks 1-7 Parallel Special Session: Engage with Leadership from Professional Associations Chair: Marieke Willems, Lisbon Council; Tentative representatives (tbc): Bona Kish (PL 2020); Helen Mandl (IFLA); Stuart Hamilton (NAFLE); Andrew Cranfield (EBLIDA); Julian Roche (LIBER) 19:30 Guided tour of the University of Alcalá's World Heritage buildings and libraries 20:30 Gala dinner FRIDAY 23rd 08:00 Parallel Sessions: Research and practitioners tracks 1-8 09:30 Plenary Session: New evidence from the EU LibrarIN project in selected library topics Chair: Anna Triantafyllou, Athens Technology Center - Ines Mergel, University of Konstanz, «Digital transformation and AI» - Benoit Desmarchelier, University of Lille, «Public-private networks and social innovations» - Lars Fuglsang, Roskilde University, «Living Labs, co-creation and co-innovation» - Anthony Arundel, Maastricht University, innovation metrics in libraries 11:00 Parallel Sessions: Research and practitioners tracks 1-8 Parallel Special Session: Connect with Leading Publishers and Journal Editors in the Field of Libraries Chair: Faiz Gallouj, Lille University; Publishers and journals (tbc) Parallel Special Session: Preservation of Cultural Heritage for Libraries Jacobo Vera (Léonora), Stuart Snyderman (Harvard), Laura Gulindal (Spanish Ministry of Culture) 13:00 Lunch 14:00 Parallel Sessions: Research and practitioners tracks 1-8 Parallel Session: The LibrarIN Project and other EU sister projects (tbc) 15:30 Policy Session: Reimagining Libraries: Actions towards Sparking Collaboration & Innovation Chair: Francesco Mureddu, Lisbon Council; Representatives of the EU Commission (tbc) 16:30 Closing Session



9.4. Annex IV - LibrarIN International Conference: Program

INTERNATIONAL CONFERENCE

Innovation and value co-creation for a new generation of libraries



May 22-23,
2025

Alcalá de Henares
(Madrid), Spain

www.librarincongress2025.com

PROGRAM


 With the support of:












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TOPICS OF THE CONFERENCE

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- Innovation and co-creation metrics in libraries.
- Policies for promoting innovation in libraries.



 TARGET AUDIENCE OF THE CONFERENCE 	 LIBRARIN CONFERENCE PROGRAM 
RESEARCHERS in different academic disciplines and fields: library and information sciences, innovation, services, management, business, economics, geography, engineering and computer science, social sciences and humanities. LIBRARY PRACTITIONERS (special track for sharing case stories), managers and service providers. POLICYMAKERS in charge of libraries, culture, education and innovation policies. PUBLISHERS AND USERS: authors, Authors, communities of readers and library users.	THURSDAY 22nd 14:30 Arrival and registration 15:00 Welcome and Opening Session - Javier de la Mata de la Mata, Vice-chancellor of Research of the University of Alcalá - Maria José Gálvez Salvador, Director General, Spanish Ministry of Culture - Anna Triantafyllou, LibrarIN coordinator, Athens Technology Center 15:30 Keynote: The future of Library Services: Innovation, Technology, and Value Co-creation Chair: Luís Rubalcaba / María Sarabia Alegria, University of Alcalá - Stuart Snyderman, Harvard University - Paul Windrum, University of Nottingham 16:45 Coffee Break 17:15 Parallel Sessions: Paper presentations - Research tracks 1-7 Parallel Special Session: Engage with Leadership from Professional Associations and Networks Chair: Marieke Willems, Lisbon Council - Bona Kish, Public Libraries 2030 - Stephen Wyber, IFLA - Andrew Cranfield, EBLIDA - Izabela Korys, NAPLE - Hilde van Wijngaarden, LIBER 19:30 Guided tour of the University of Alcalá's World Heritage buildings and libraries 21:00 Gala dinner
RESEARCH TRACKS TRACK 1: TECHNOLOGIES, digital transformation, and artificial intelligence in libraries TRACK 2: NEW LIBRARY SERVICES, service innovation and innovation ecosystems in libraries TRACK 3: VALUE CO-CREATION, living labs, service design, and user engagement TRACK 4: SOCIAL INCLUSION, networks and entrepreneurship TRACK 5: SERVICE QUALITY and service management in libraries TRACK 6: METRICS, measuring transformations and collaboration in libraries TRACK 7: LIBRARY IMPACTS in culture, cities and regions and socio-economic transformations	FRIDAY 23rd 08:00 Parallel Sessions: Research and practitioners tracks 1-9 09:15 Coffee Break 09:30 Plenary Session: New evidence from the EU LibrarIN project in selected library topics Chair: Anna Triantafyllou, Athens Technology Center Carsten Smith / Ines Mergel, University of Konstanz, "Digital transformation and AI"
PRACTITIONERS TRACKS TRACK 8: CASE STORIES on transformations and collaborations in libraries TRACK 9: CHALLENGES for policymakers, library staff, publishers, authors, Authors, students...	SPEAKERS IN PLENARY SESSIONS AND SPECIAL PARALLEL SESSIONS  Anthony Arundel, Professorial Fellow at MERIT, Maastricht University A leading researcher in studies of innovation using surveys of businesses and public sector organizations, his research focuses on knowledge flows, innovation capabilities, outcomes, and indicators for measuring innovation activities. He has collaborated with the OECD and the European Commission on policy frameworks for biotechnology, intellectual property, and innovation. His publications cover intellectual property, knowledge diffusion in businesses, and the factors shaping innovation in the public sector.  Andrew Cranfield, Interim Director at EBLIDA A specialist in European library policies, he has played a key role in advocating for stronger libraries and library organizations across Europe. Andrew Cranfield has previously worked for EBLIDA from 2006-2009 and has also served on its Executive Committee from 2022-2025. Before joining EBLIDA as its director at the beginning of 2005, he has worked primarily in the public library sector in Denmark and held various management positions within the field. He is committed to ensuring that libraries continue to be democratic and open institutions, where citizens have access to information and knowledge, which they can trust and where libraries are strong facilitators of democratic values.  Benoît Desmarchelier, Researcher at the University of Lille Focuses on innovation in public-private networks, particularly in social and economic development. His research examines how businesses, universities, and governments collaborate to foster innovation. He has published on the role of institutional frameworks in knowledge transfer. Desmarchelier also investigates strategies for fostering entrepreneurship and technological advancements in regional economies.  Giuliana De Francesco, European Commission, DG RTD.D.4 Policy Officer at the European Commission's Directorate-General for Research and Innovation, contributing to "Innovative research on cultural heritage and the cultural and creative industries" within Horizon Europe's Cluster 2. Seconded from the Italian Ministry of Culture, she has worked on European cultural policy, chaired the Council of Europe's Steering Committee for Culture, Heritage and Landscape (2019-2020), and coordinated Italy's participation in the European Year of Cultural Heritage 2018.
LANGUAGE English	STREAMING LINKS THURSDAY 22nd 15:00-19:00 URL ZOOM, Access code: 497753 FRIDAY 23rd 08:00-13:00 URL ZOOM, Access code: 764441 15:30-17:00 URL ZOOM, Access code: 084978



Lars Fuglsang, Professor at Roskilde University

A specialist in innovation studies, particularly in public sector and service innovation. His research explores how institutions develop and adopt new business models. He has been involved in European projects related to digital transformation in public administration. Fuglsang has also written extensively about organizational learning and creative problem-solving in policy-making.



Faiz Gailouj, Professor at the University of Lille

An expert in service innovation, focusing on public-private partnerships and policy development. He has contributed to theoretical and empirical research on innovation in the service economy. His work is widely cited in academia and policy discussions. Gailouj has collaborated with international organizations, including the OECD, to analyze trends in service innovation.



Maria José Gálvez Salvador, Director General of Books, Comics, and Reading, Spanish Ministry of Culture

A legal scholar with a Ph.D. in Law, she has dedicated her career to cultural policy and intellectual property rights. She has previously taught Constitutional Law and advised on legislative matters related to publishing. Gálvez has led initiatives to promote literature, translation, and national reading programs. She played a key role in establishing Spain's National Comic Day.



Laura Guinídal Martínez, Deputy Director General of Library Coordination, Spanish Ministry of Culture

An expert in library management and digital preservation, she leads efforts to modernize Spain's library system. She has been instrumental in national and international collaborations, such as Europeana. Her work includes developing policies for long-term digital preservation and heritage accessibility. Guinídal has also contributed to initiatives aimed at increasing public access to cultural resources. She is Spain's representative in the EU OMC expert group "Building Bridges", which focuses on strengthening the multifaceted roles of libraries in fostering democracy, inclusion, and cultural participation across Europe.

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Gloria Expósito Álvarez, Director of Digital Processes and Services, National Library of Spain

Aeronautical Engineer. In 2022 she joined the National Library as Computer Science Coordinator, directing software development, communications, systems and cybersecurity projects, and therefore participating in most of the BNE's lines of work, and since 2023 she has held the position of Director of Digital Processes and Services at the BNE. In this direction, projects are carried out in digitization, digital preservation, innovation, data reuse, catalog management and internal and external applications, website, electronic legal deposit, archive of the Spanish website, computer and storage systems, software development or cybersecurity. In addition, the development of AI is currently being promoted and participating in LLM projects at the national level, since the BNE is the main source of textual data in Spanish. She is a member of the Scientific Committee of the BNE.



Stefaan Hermans, Director of Policy Strategy and Evaluation in the Directorate-General for Education, Youth, Sport and Culture at the European Commission

In this capacity he is also Co-Chair of the Horizon Europe cluster 'Culture, Creativity and Inclusive society' Committee and represents the European Commission in the High Council of the European University Institute. He previously held a wide range of posts including as Head of Cabinet of the Commissioner for Employment, Social Affairs, Skills and Labour Mobility. He also lectures on EU Affairs at the EU Leuven.



Bóna Kish, Director of Public Libraries 2020 (PL2020)

An advocate for public libraries as centers of innovation and community engagement. Her work focuses on policy development, ensuring libraries remain relevant in the digital era. Kish has led European projects aimed at strengthening library networks and funding. She is actively involved in campaigns promoting literacy, digital skills, and social inclusion through libraries.



Izabela Koryś, Head of the Libraries Development Unit at the National Library of Poland

A Polish sociologist specializing in readership studies and library science. She has worked at the Institute of Public Affairs and the International Organization for Migration. In 2008, she joined the National Library of Poland, where she leads the Libraries Development Unit from 2015. Her research explores reading habits, cultural participation, and library statistics.

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Javier de la Mata de la Mata, Vice-Chancellor of Research at the University of Alcalá

Prof. Dr. Javier de la Mata de la Mata (Madrid, 1965) holds a Bachelor's degree (1990) and a PhD (1992) in Chemical Sciences from the University of Alcalá. He has been a Full Professor of Inorganic Chemistry since 2016 and has been awarded four research merit periods (sexenios, 1990–2013) and four teaching merit periods (quinquenios, 1994–2014). He completed a postdoctoral stay at the California Institute of Technology (Caltech) from 1993 to 1994, under the supervision of Prof. Robert H. Grubbs (Nobel Laureate in Chemistry, 2005). In recent years, he has served as Vice Dean of the Faculty of Environmental Sciences at the University of Alcalá (2002–2010) and as Director of the University's Research Support Center in Chemistry (2010–2018).



Ines Mergel, Professor at the University of Konstanz

A scholar specializing in digital governance and public administration. Her research examines how governments adopt emerging technologies to improve transparency and efficiency. Mergel has advised public institutions on digital transformation strategies. She has published widely on topics such as artificial intelligence in public services and citizen engagement.



Francesco Mureddu, Vice President for Development at the Libron Council

Francesco is a distinguished senior executive with a proven record of designing, implementing, and evaluating large-scale digital innovation initiatives. He is the leader of the EU account, and he is the coordinator of several research and innovation projects. Francesco's work focuses on harnessing disruptive technologies – such as artificial intelligence, big data, open data, augmented/virtual reality, and edge computing – to improve policymaking and public service delivery. He is particularly invested in tackling societal challenges like climate change and urban sustainability through technology-driven approaches. Notably, he is exploring how smart cities can enhance efficiency and quality of life for residents, as well as investigating the potential of virtual worlds to offer novel ways of interacting, learning, and engaging in digital environments. A strong proponent of equitable and ethical digital transformation, Francesco underscores the importance of policy and regulation in ensuring that the benefits of emerging technologies are broadly shared across society.

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Luis Rubalcaba, Professor of Applied Economics at the University of Alcalá

A leading researcher in service economics, innovation (social innovation, public innovation and business innovation), service experience and international trade and competitiveness. He has worked as staff for international organizations such as the World Bank in Washington DC, US, and the European Commission, in Brussels, Belgium. He is the scientific coordinator of the Horizon Europe LibrarIN project on innovation and value co-creation for a new generation of European libraries.



María Sarabia Alegria, Vice-Rector of Institutional Relations and Coordination at the University of Alcalá

María Sarabia Alegria (Santander, 1979) Vice-Rector of Institutional Relations and Coordination and Full Professor of Business Organization. She completed several postdoctoral research stays at the University of Reading (United Kingdom) under the supervision of Prof. Mark Casson (author of the Theory of Internationalization of the Firm and of the Modern Economic Theory of Entrepreneurship). Her research focuses on organizational behavior, entrepreneurship, and knowledge management.



Carsten Schmidt, Researcher Konstanz University

Experienced in judicial and digital governance, he served as a Senior Judicial Officer and contributed to national e-Justice working groups. At the Ministry of Justice, NRW, he worked on strategic IT planning and European e-Justice initiatives, participating in EU expert groups and the Council's e-Law working party. He led EU projects e-CODEX and e-SENS, advancing cross-border digital services. Furthermore, he contributed to the TOOP project at Tallinn University, and supported mGov&EU research at the University of Tartu. Since 2024, at the University of Konstanz, he is pursuing an external PhD focused on EU e-Government, interoperability, and sustainability.



Stuart Snyderman, Associate University Libraries and Managing Director for Library Technology at Harvard University

Oversees Harvard's library technology infrastructure, ensuring digital accessibility and preservation. He has led initiatives in digital archiving and metadata management. Snyderman has played a significant role in modernizing library systems through AI and big data. His work focuses on enhancing user experience in academic and public libraries.

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Anna Triantafyllou, Senior Consultant and Director of the Innovation Lab at Athens Technology Center S.A.

With a background in Systems Science, Management, and Business Administration, Mrs. Triantafyllou is a Senior Consultant and Director of the Innovation Lab at Athens Technology Center S.A. She has over 20 years of experience in Information Services, with a focus on digital transformation and innovation management. She has been involved in more than 40 innovation projects, with areas of specialization in digital platforms, the Internet of Things (IoT), big data, and artificial intelligence (AI). Mrs. Triantafyllou has successfully coordinated numerous European and national R&D projects, aligning technological development with business requirements. She advises organisations on the adoption of emerging technologies and has collaborated with partners and institutions across Europe.



Paul Windrum, Associate Professor at Nottingham University Business School.

An expert in strategic innovation management, particularly in service innovation. His research explores how public and private sectors collaborate to foster new business models. Windrum has contributed to studies on sustainability, digital business strategies, and networked innovation. He advises institutions on developing innovation-friendly policies.



Stephen Wyler, Director, External Affairs at the International Federation of Library Associations and Institutions.

Stephen Wyler is Director, External Affairs at the International Federation of Library Associations and Institutions, the global organisation for libraries of all types. In this capacity he works with a team focused on building wider awareness of the strengths and potential of libraries in achieving wider goals, as well as advocating for the legislative and policy environment that helps them realise their potential. He focuses on a variety of issues, from sustainable development to digital inclusion.



Jacoba Vera, Head of Librose

An expert in digital preservation solutions, ensuring long-term access to digital content. He works on developing systems for digital archiving and knowledge management. Vera collaborates with libraries and cultural institutions to safeguard historical documents. His expertise includes software solutions for digital heritage preservation.



Hilde van Wijngaarden, Director of the University Library of the Vrije Universiteit Amsterdam.

A historian with expertise in digital preservation and automatic processing of historical data. She has worked on European projects related to digital archiving and library modernization. Van Wijngaarden has played a key role in the Netherlands' efforts to integrate AI in library services. She has published extensively on digital heritage management.



Marieke Willems, Policy Analyst at the Lisbon Council

Specializes in public sector reform and digital innovation. She contributes to EU-funded research analyzing the impact of AI and emerging technologies on governance. Willems advises policymakers on strategies for digital inclusion and smart cities. Her research supports the development of sustainable digital transformation policies.

SCIENTIFIC COMMITTEE

Ada Scupola, Roskilde Universitet Center
 Alberto Peralta, Universidad de Alcalá
 Andrej Vrzon, Library and Information Science Research
 Anna Triantafyllou, Athens Technology Center S.A.
 Anna Vorré Hansen, Roskilde Universitet Center
 Anthony Arundel, Maastricht University
 Antoine Henry, Université de Lille
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 Christine Liefoghe, Université de Lille
 Dana Wasserbacher, AIT Austrian Institute of Technology
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 Faiz Gallouj, Université de Lille
 Francesco Molinari, The Lisbon Council
 Francesco Mureddu, The Lisbon Council
 Garifalla Sebow, Athens Technology Center S.A.

PRACTITIONERS COMMITTEE

Members of the LibrarIN stakeholders panel: <https://librarin.eu/who-we-are/stakeholders/>

ORGANIZING COMMITTEE (UAH team)

Luis Rubalcaba (president), Alberto Peralta, Alejandra Suárez de Cepeda, Cristina Suárez, David Gago, Ernesto Solano, Fabio Moscoso, María Dolores Ballesteros, Nuria Madueño, Varun Gupta