

C.5 Communication strategy

Describe the communication strategy and the way it will contribute to achieving the project objectives

Vision

Communication is linked to management and is more than simply transmitting information. The premises can be summarized as follows:

- Is about raising awareness but it's as much about listening, empowering, and building consensus
- Has a strategic management function.
- Is a horizontal management task

Management

Project communication is a shared responsibility. All partners will have to communicate. Partner 2 (TRDA) will take the lead. An external manager will be contracted. The PMC (see C8.1) will coordinate the implementation. The SC will assess and approve the communication strategy. Bi-annually, the SC will assess and approve the work plan. The communication measures in terms of visibility and awareness will be considered in evaluation and through annual surveys, some specific for stakeholders and others open to public.

Methodology

Based on specific objectives, results, approaches and activities are defined. These will trigger changes in key audiences, which directly contribute to reaching project results

Tools

- Project communication manual. Public document to introduce partners, objectives and actions.
- Websites. Project's one will be a one-stop-shop for all information + Partner's sites.
- Newsflashes. Electronically distributed, will be the key publication to regularly push information about project developments to registered subscribers and selected media
- Social media. The goal will be to increase of the awareness on the project generating traffic to the website.
- Media relations. Periodic press releases will be produced.
- Publications. Include printed (or printable digital) products, such as briefing documents, brochures and studies which carry information about the project
- Infographics. will be used as content for social media channels
- Public events. Organized by the project, the Programme or third parties (national events; multiplier events, etc.) Directed at a wider audience

1,988 / 2,000 characters

Objectives

Target group

Activities

1. STRENGTHEN INTERNAL COMMUNICATION CAPACITY.

This requires the strengthening of professional communication capacity among the staff. The expected result will be an positive feedback of stakeholders on communication (evaluated via surveys).

248 / 300 characters

- Steering Committee members. Varying communication skills and knowledge of messages

- Project Management Committee Members. Varying communication skills and knowledge of messages

- Project staff. May have limited understanding of the importance to communicate

271 / 500 characters

Communication is understood as a horizontal management task. As such it is not limited to the communication manager alone but affects the whole team.

When building the internal capacity to better communicate the project, a mix of one way communication and dialogic communication will be applied. Consequently, the communication manager will drive a process where all the communication strategy and materials will be prepared in a collaborative way, with all partners' participation

Activities to be set in place for reaching the expected result will include:

- Kick-off conference
- Start-up activities including project's communication manual, graphic identity and poster
- Digital activities including set-up of partner's websites, lists for direct mailings, social media, etc
- Elaboration of the project's initial brochure • Webinars including briefings on e.g. how to organise events or organise media relations • Targeted on-line trainings on social media use and internal workshops. This will be done during the first 3 months of project. Support by the communication manager will last to the end of the project.

1,139 / 1,500 characters

Objectives	Target group	Activities
<p>2. RAISE THE AWARENESS OF INTERNAL AUDIENCES (ORGANIZATIONS) ABOUT THE PROJECT.</p> <p>Initially we should advertise the project. Later the focus will switch to raising awareness on achievements.</p> <p>Increased awareness will ultimately result in a higher demand for information.</p> <p style="text-align: right;">286 / 300 characters</p>	<p>- Politicians and directors in our organizations. Could have limited awareness of the new project and its aims.</p> <p>- Other staff members not working in this project. Have limited awareness of the new project and its aims.</p> <p style="text-align: right;">220 / 500 characters</p>	<p>The project will aim for an internal visibility as well as transparent and viral two-way communication. Our project has been designed by some departments within our organizations, but there are others that can transparently contribute to the implementation and results. The more they know about the project, the best help and engagement we will have.</p> <p>With the support of the communication manager, the following activities to be set in place by each partner for reaching the expected result:</p> <ul style="list-style-type: none"> • Initial informative meeting at the beginning of the project. During this meeting, all feedback that could be useful for the aims of the project will be registered. • Open channel for internal suggestions or collaboration offerings. • Use of internal digital tools for periodical information (each semester) plus dissemination of all interesting information and reports after each exchange visit. • Final informative meeting with achievements and results. <p style="text-align: right;">955 / 1,500 characters</p>
<p>3. INCREASE KNOWLEDGE ABOUT THE PROJECT OF STAKEHOLDERS.</p> <p>Communication will have to help stakeholders to gain the relevant knowledge, which should ultimately engage them and contribute to receiving good insights. Increased cooperation among stakeholders should also be sought.</p> <p style="text-align: right;">293 / 300 characters</p>	<p>- Stakeholders already identified in B.2 (Policy instruments). They know about the project but have to be updated and empowered.</p> <p>- Additional stakeholders that could be added during the project implementation. May have heard about the project but would need further information.</p> <p style="text-align: right;">280 / 500 characters</p>	<p>The approach employed will be transparent and two-way communication on the basis of an all-inclusive process.</p> <p>Information will be disseminated, mainly through meetings, mailing and websites. Partners' website will have general information as well as local/regional information, while the project's website will function as a one-stop-shop.</p> <p>Activities to be set in place by every partner for reaching the expected result will include:</p> <ul style="list-style-type: none"> • Initial meeting after the kick-off • Follow-up meetings every six months (local/regional steering committee) • Invitations to exchange visits and workshops • Periodical information (each semester) plus dissemination of all interesting information and reports after each exchange visit. <p>The expected result of will be that the stakeholders feel better informed about and are more satisfied with the programme. A relevant indicator for this will be feedback provided by takeholders after the events and meetings.</p> <p>One survey will be conducted by year.</p> <p style="text-align: right;">1,025 / 1,500 characters</p>
<p>4. IMPROVE ATTITUDE AND BEHAVIOUR TO THE PROJECT.</p> <p>In all phases of implementation, audiences which were already reached and informed directly have to be convinced to further spread the word on achievements.</p> <p style="text-align: right;">230 / 300 characters</p>	<p>- Stakeholders already identified in B.2 and additional stakeholders that could be added during the project implementation.</p> <p>- Politicians and directors in our organizations; other staff not working in the project.</p> <p>They all could be knowledgeable about the project but uncertain how to support the in spreading results.</p> <p style="text-align: right;">321 / 500 characters</p>	<p>The communication approach will therefore focus on interpersonal exchanges and networking as well as digital community building.</p> <p>To make it easier, information will be made more accessible through story-telling and visualization approaches thus also encouraging virality</p> <p>Activities to be set in place by every partner for reaching the expected result will include:</p> <ul style="list-style-type: none"> • Support and cooperation in digital activities including community-building through website and social media • Electronic publications including case studies and reports based on exchange visits and workshops. • Targeted content in the meetings with each group to show the potential of capitalisation and cross-fertilisation workshops <p>The expected result is that they will be become ambassadors of the project, helping to reach stakeholders to which no contacts were established before.</p> <p style="text-align: right;">892 / 1,500 characters</p>

Objectives	Target group	Activities
<p>5. RAISE THE AWARENESS OF EXTERNAL AUDIENCES ABOUT THE PROJECT AND THE ACHIEVEMENTS</p> <p>We would want to raise the awareness on achievements and the potential of the project learnings on the regional development over the issue addressed.</p>	<ul style="list-style-type: none"> - ERDF Management Authorities in our countries - European Cluster Observatory (primarily aimed at policy makers, government officials, cluster management staff, academics and researchers) - S3 I Smart Specialisation Platform S3 - Eurochambres (promotes trade and business relationships across the EU) - Thematic experts in our regions and beyond 	<p>The communication approach will focus on networking plus digital community building and, when possible, interpersonal exchanges</p> <p>In this communication field, creating a project story will play a crucial role to highlight the achievements as part of the EU cohesion policy.</p> <p>Activities to be set in place, mainly by Lead Partner but supported by every partner, will include:</p> <ul style="list-style-type: none"> • Dissemination of the Project study, including 14 cases, learnings from the workshops, regional analysis and more. • Push communications of electronic publications including case studies and reports based on exchange visits and workshops. • Assistance to related events, especially those where the project could be explained. • Final event, open to all targeted groups <p>The assumption behind this objective is that increased awareness will ultimately result in a higher demand for information and, potentially, to real transfers to other regions beyond the project.</p> <p>An open public survey will be conducted every year.</p>
240 / 300 characters	349 / 500 characters	1,023 / 1,500 characters