RECREATE

REinforce Competitiveness of REgionAl Transport SMEs

PGI05275

Communication Strategy Plan

Revision history			
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Abbreviations

EC: European Commission

EU: European Union

LP: Lead Partner

PA: Partnership Agreement

1. Introduction

In order to communicate with the external environment and promote the project results and achievements, communication plays an important role during the RECREATE project lifetime and beyond (legacy).

The RECREATE Project Communication Strategy (hereafter Strategy) is dedicated to external and internal communication, in order to reach the project objectives in an effective and efficient way.

This Strategy is focused on informing / publicity activities and dissemination of the achievements and results to the project stakeholders and a wider relevant audience at local, regional, national, programme and EU levels, through local dissemination events with citizens and businesses, press and media, participation at EU events, as well as the Launch and Final Event of the project.

Dissemination of the results and achievements should be supported by produced information and communication materials, such as leaflets, brochures, posters, newsletters, press releases, photo & video recordings, as well as video clips on the project thematic priorities and the whole project.

2. Outline of the project

SMEs currently employ 55% of the EU workforce in transport, and their important role in the value chain is expected to expand. The rigid value chain of the transport sector is stifling the introduction of innovation by SMEs into new vehicles and transport-related products. SMEs (usually Tier 2 suppliers) find it difficult to interact with vehicle manufacturers, as they generally have short-term supply contracts to Tier 1 companies, who are strongly linked to specific large volume OEMs. Tier 2 SMEs have no collective voice or influence at European level and the EU is not taking advantage of or supporting directly the thriving innovative companies in this sector (CUE, 2015, Report on transport SMEs in regions, INTRASME project-FP7).

RECREATE will address this market failure and focus on the opportunities that new markets offer to innovative and dynamic transport SMEs through adaption of regional support schemes. RECREATE will improve the capacity and capability of regional transport SMEs to further develop and grow: this includes support for 1. Research and Development 2. Rapid development and implementation of products and services 3. Access to finance schemes. 4. Internationalisation opportunities.

RECREATE adopts a holistic approach to SME support by improving all the relevant schemes that could potentially deliver growth to the regional transport SMEs. Recognising the importance and the potential of the transport SMEs in the economies of the regions involved, RECREATE will map transport SME support measures and assess their effectiveness. The integrated approach adopted by the RECREATE project will drive the identification and development of support mechanisms in the transport SME sector and it will ultimately deliver Action Plans and policy recommendations for evidence -based policy improvement.

The overall objective is to support policy makers in taking more informed decisions about providing support to regional transport SMEs to further innovate. The project aims to improve

the capacity and capability of European SMEs to more rapidly develop and implement products and services. The project will increase the levels of regional transport SME capacity and skills which will boost SME competitiveness and growth. The core idea of the project is built on the assumption that the transport SMEs currently employ 55% of the EU workforce, therefore they are key component of growth. RECREATE will adopt an overarching approach to support all types of transport SMEs: Strategic Innovators – high technology research intensive seeking to develop technology, Exploitation Seekers -seeking to exploit research results, Technology Translators -translate between technologies and the market, Technology Networkers-seek for a better understanding of technology developments relevant to their business and to develop commercially useful relationships. (Avedas et al, 2012).

The following pressing issues are addressed:

(a) IMPROVING LINKAGES BETWEEN Tier 2s, Tier 1s and OEMs

- Disconnect between Tier 2s and OEMs
- Lack of knowledge of suppliers and specific expertise.
- Credibility and track record.

(b) SKILLS SHORTAGES

- Difficulty in attracting engineers and toolmakers.
- Difficult to attract young people into engineering and toolmaking careers.
- Need to inspire 12-13 year olds at school to go into engineering.
- Lack of graduates with suitable skills

(c) IMPROVING LINKS TO UNIVERSITIES

- Need for on-going materials/ processes development.
- Lack of time to engage with Universities, particularly for growing companies who are busy.
- Need for specific skills at the right level.

(d) REGIONAL STRATEGY AND CLUSTERS

- Lack of voice for automotive Tier 2s.
- Increased understanding of the need to grow manufacturing
- The benefits of clusters are real
- Lack of regional aspiration/ strategy setting meetings.

(e) EXPORTS

- Need to help SMEs go overseas
- Useful to go to tradeshows
- Challenge of getting into markets

Main outputs:

- Transport SME Competitiveness Report (status quo)
- Study visit Guide to detail the objectives and the processes to be adopted including an evaluation matrix
- Good Practice Handbook to collect and collate good practices and identification of the transferable elements
- Five (5) Regional Policy Recommendations

- One (1) Joint Policy Recommendations Report
- Five (5) regional Action plans, 1 joint Action plan for the transfer of observed and evaluated good practices for policy improvements
- Five (5) study visits accompanied by study visit reports
- Four (4) thematic workshops
- One (1) Interregional policy workshop to validate the policy recommendations and action plans.

Project duration: June 2018 – May 2023

RECREATE project is co-funded by the European Union – European Regional Development Fund (ERDF) and made possible by Interreg Europe programme of interregional cooperation.

3. Partnership

The Partners involved in the project are:

- Coventry University Enterprises Ltd, United Kingdom (Lead Partner)
- Campania Region, Italy
- Development Agency of South Aegean Region – READ S.A., Greece
- Lithuanian Innovation Centre, Lithuania
- Regional Development Agency South-West Oltenia, Romania

3.1 Roles and responsibilities of partners

READ S.A. (PP3) is overall responsible for the communication and dissemination tasks and works in close cooperation with the Lead Partner and the project partners to deliver the project results. The Communication Manager, a member of PP3, is the key contact person for the Joint Secretariat on all communication-related tasks and working closely with the Project Partners under the supervision of the Project Coordinator / Project Manager.

READ S.A. coordinates the production of materials and presents the project in other highly relevant flora and events, as well as undertakes communication and dissemination activities at EU level.

LP along with READ S.A. will highlight the project results to EU institutions (European Commission, Committee of Regions, European Parliament), as well as disseminate the project outputs to a wider audience of city and transport authorities, relevant institutes and associations working in sustainable mobility planning and sustainable tourism.

LP undertakes communication and dissemination activities at EU level.

All project partners should implement the Communications Strategy at local, regional and national level, contact on all communication related issues and report communication activities to LP / READ S.A.

4. Project communication strategy

4.1 Overall strategy

The Communication Strategy has the following aims:

i.   Raise awareness

This first level of dissemination is aimed to audiences who do not need a detailed knowledge of the work and results, but activities and outcomes of RECREATE could be useful to them. Creating such an awareness of the project's work will help the "word of mouth" type dissemination and help us build an identity and profile within the community. For RECREATE, awareness includes: 1) What RECREATE project is about; 2) Who is involved; 3) What is the work being carried out; 4) Where to find information about the results of the work.

ii.   Enhance the stakeholders'/audience's understanding

There will be a number of groups, audiences and individuals who need to have a deeper understanding of the RECREATE's work. This is because they can benefit from what the project has to offer. For RECREATE, understanding includes: Why RECREATE is important; Why the objectives are relevant for the stakeholders; How to get involved in the Community of Interest (CoI); How to benefit from the project. The creation of the CoI falls into that stage too. RECREATE CoI represents an informal network of people/actors assembled around the transport SME innovation topic

iii.   Mainstreaming: feeding results and experiences into policy

This level of dissemination is targeted at policy makers. However, to be effective there is the need to engage with individuals whom we will need to offer the full knowledge and understanding of the project's work in order to establish a close relation with, allowing their future involvement with the project

iv.   Establish an efficient communication between the consortium partners

The Communication strategy also aims to promote the project's approach, results and achievements to wider fora. The knowledge and experience, gained by the Project Partners through the implementation of the project will be shared and disseminated.

The Communication Strategy of the Project is based on several channels targeting key stakeholders, local and regional authorities, relevant agencies, boards and groups, as well as EU institutions.

The target is to offer the expertise, results, methods and knowledge of the Project to a wider audience of relevant institutions and stakeholders for further policy learning and capacity building.

Communication Activities:

1. Website & Social Media.

2. Active participation in pan-European and international events.

3. Production of Dissemination materials (Leaflet, Press Releases, Newsletters, Publications).

4. Dissemination event.

5. Launch and Closing Conferences.

6. Internal communication procedures.

The Communication Strategy will also ensure the durability of the RECREATE project achievements.

4.2 Objectives, activities and target groups

The communication objectives contribute to the project objectives according to Interreg Europe programme objectives and requirements, as a strategic management tool, in order to help the project achieve objectives, deliver and disseminate the project outputs in effective way.

The main target group are the beneficiaries of the project and their stakeholders, identified for each communication objective that need to know about the project and its work. These target audiences should reflect the goals of the project and the stakeholders who have the ability to add more value to the project.

Target audience are divided in 2 groups – Primary target group and Secondary target group, classifying them on a scale of influence and engagement.

Primary target group consists from 'key players' with high influence to which is a main focus of communication activities.

Secondary target group consists from audience with lower influence and engagement.

Project partners are not target audience as such for the project's communication. The real target audiences of the project are its external beneficiaries.

Media should not be considered to be a target group, as they are a tool for conveying the project messages to the final audience.

Objective 1: To raise the awareness about the project = objectives, activities, results, achievements and impacts within each of the partner regions, including regional policy makers

Activities:
- Participation in the IE policy learning platform
- Participation in relevant events
- Information & dissemination & communication materials (in English and translated in local languages of partner`s)
- Social media (Twitter, LinkedIn groups, Facebook, etc.)
- English, Greek, Italian, Lithuanian, Romanian Newsletters

- Press releases
- Links of the project web in the partner & stakeholders websites social media
- Leaflets Posters
- Articles in newsletters and relevant magazines/newspapers that partners are able to access free of charge(for example: Enterprise Europe Network newsletter)

Target Group

- Regional Networks, National/Regional but also some EU professional associations (for example, The Enterprise Europe Network for Midlands, POLIS network to target cities that belong to participating territories, ERRIN, etc)
- Wider spectrum of Policy makers/industry/academia
- Wider public
- Regional players

Objective 2: Enhance the stakeholders'/audience's understanding

Activities:

- eNewsletter: A virtual newsletter will be sent every 6 months.
- Attend conferences and events
- Organization of 4 thematic workshops and study visits
- Interregional policy workshop in order to validate the action plans and recommendation
- Local Stakeholder Group meeting (one per partner, per semester, total 30)
- Synergies with similar initiatives. A list of projects with similar objectives will be developed.
- Active participation in the INTERREG policy platform

Target group

- Policy makers at regional, national and PanEuropean level such as Coventy City Council, Stratford upon Avon council, Other councils Municipalities Ministries
- Industrial players (such as FIAT, Jaguar Land Rover, etc) and relevant clusters & associations
- Academia
- Similar projects
- SMEs

Objective 3: Mainstreaming: feeding results and experiences into policy

Activities:

- High level transport SME event
- Development and dissemination of a brief versions of two reports 'Transport SME Competitiveness' and ' strategies for regions/policy recommendations'.
- Organization of 4 thematic workshops and study visits
- Organization of thematic workshops, study visits and interregional policy workshop
- Active participation in the INTERREG policy platform : Publication of main achievements and results

Target group

Regional and local policy makers (city councils, municipalities, and where relevant national authorities too)

Objective 4: Establish an efficient communication between the consortium partners

Activities:

- Participation at SGMs
- Day-to-day communication regarding project management and Coordination Internal reporting activities with time frame to LP/PM-team
- Using defined joint communication tools (email, skype, RECREATE DRIVE for documentations and information exchange, etc.)
- Establishment of communication managers from each partner's project management team -Development of an intranet area which will act as a common project document repository

Target group

Project partners and associates, external experts

4.3 Time plan – work plan

The time plan for communication activities and outputs helps achieve the overall project objective of improving policy instruments tackled in the project.

Detailed 'Time Plan-Work Plan' is provided in the approved application form (V5) Part D.

Any changes in this work plan will be according to decisions on communication matters made in the Steering Group meetings and agreed by Partners and the JS.

4.4 Budget

Each project partner has their own budget for communication activities under external expertise and services budget line.

The partners should organise their own communication by their own staff and cover external expertise and services costs by the respective budget item (as listed in Part E of the approved application form).

When partners contract external experts/services, such cost need must be reported in the 'External Expertise and services' budget line. Procurement rules must be respected.

Each project partner should maximise the added-value with respect to the communication activities planned. Other communication activities may be introduced if found appropriate, but at no additional cost.

		CUE UK	Campania IT	READ S.A. GR	LIC LT	SW Oltenia RO	Total
#	**Type of costs**	**1**	**2**	**3**	**4**	**5**	
1	2 local dissemination events per partner						
2	Final Conference						
3	Publication and dissemination costs						
	TOTAL Budget						

5. Project branding and visibility rules

Interreg Europe uses a common programme visual identity. Common branding is instrumental to the programme communication strategy. The project supports the programme's corporate design guidelines for the developing the project communication tools.

RECREATE branding is based on the Interreg Europe branding, incorporating the most relevant elements from the programme branding.

The project is provided with the standard elements for branding: logo types and template suggestions, thus help the logo and other elements correctly.

5.1 Project logo

Project logo is designed to be 'stand-alone' i.e. can be used without the need to also use the programme logo.

The project must NOT use the programme visual element (eg 4-colour origami) as part of own branding. Only the relevant colour scheme linked to the theme in which project is approved should be used.

Colour palette

The colour of the project acronym is **REFLEX BLUE**:

Pantone - **Reflex Blue U**

CMYB Offset printing - **C 100 M 80   Y 00 B 00**

RGB - **R 00   G 51   B 153**

HEX - **#003399**

The colour scheme of the project linked to the theme of the programme is **BLUE:**

C71 M00 Y19 B00; R28 G184 B207; #1cb8cf

Do not create extra colours!

Small size version of the project logo is provided for internal use or inside communication/dissemination materials.

The project logo set is provided by the Interreg Europe programme with 10 logo version files and can be downloaded from the project source online.

The **project logo comes complete with the European Union emblem and reference to the European Regional Development Fund.**

Special position is acceptable when Project identity stands with logos of the project partners:

Version 1
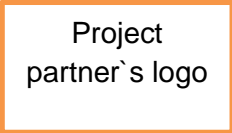
Version 2
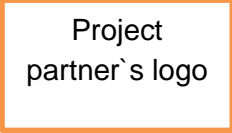
The logo must always be visible in a prominent place (on the first/landing page, visible, without scrolling, on all electronic and mobile devices) and of a comparable size to other logos used.

During organised events, the project and each project partner should ensure visibility of the EU and the programme. The project logo set has to be used on any agendas, list of participants, related hand-outs and presentations and templates.

The project is obliged to use logo in all their communication materials (both hard copy & electronic), including letters.

To highlight the interregional cooperation all the project partner logos and the project logo must be included, together with the full project title and the partner areas (according to the policy instruments), viz:

REinforce **C**ompetitiveness of **RE**gionAl **T**ransport **SME**s

RECREATE
Interreg Europe

European Union
European Regional
Development Fund

Coventry University
Enterprises Limited

REGIONE CAMPANIA

ΕΝΕΡΓΕΙΑΚΗ Α.Ε.
www.readsa.gr
Αναπτυξιακή Εταιρεία Περιφέρειας Ν. Αιγαίου

LIC
LITHUANIAN
INNOVATION
CENTRE

ADR SV OLTENIA
Dolj - Gorj - Mehedinti - Olt - Valcea

5.2 Project website

Website, as a communication tool is a core element for the coordination of communication activities and the dissemination of information and outputs of the project.

Official website of the project is: https://www.interregeurope.eu/recreate/

The Interreg Europe programme host RECREATE website on its own website.
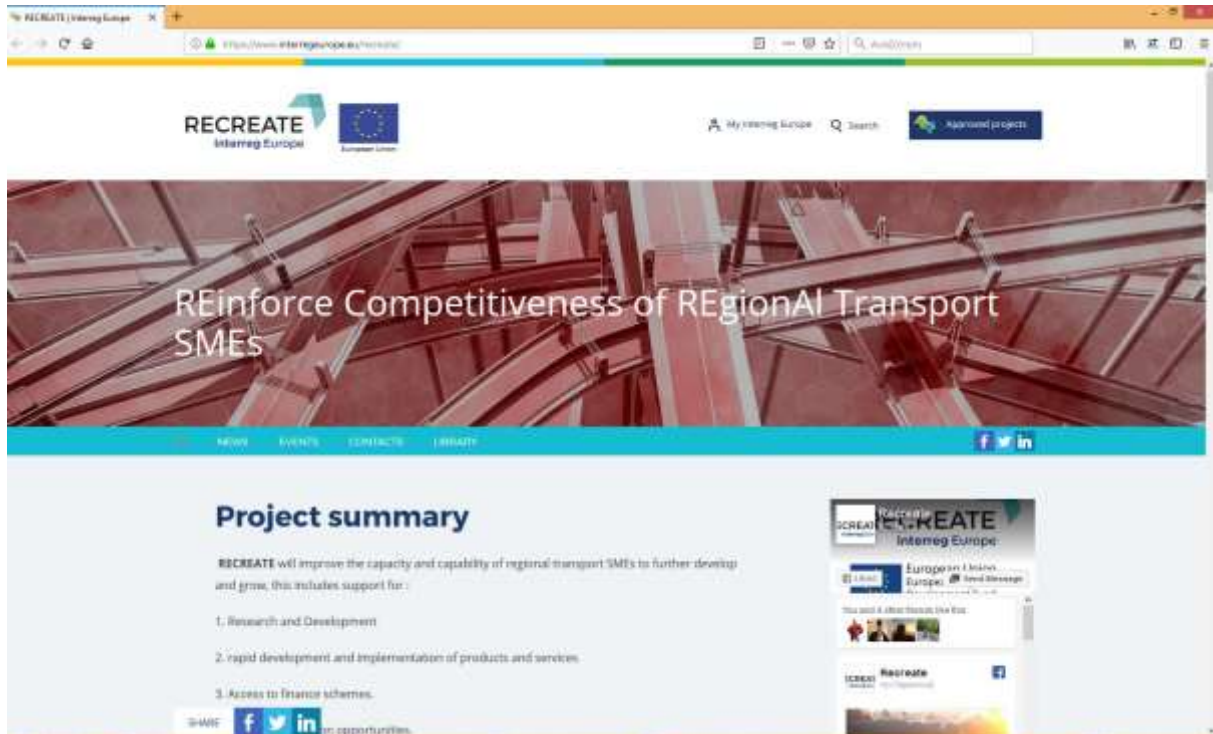

All developed digital communication tools (e.g. newsletter, leaflet) is linked or integrated in the pre-defined structure. The integrated system of programme and RECREATE website is intended to ensure a more efficient interconnection between the project activities and the programme. The programme ensures that the information published by the projects is searchable in a database comprising data from all Interreg Europe projects.

The Regulation (EU) No 1303/2013 requires all project partner institutions to provide a short description of the project on their own website, where such a website exists. The description should include the project's aims and results, also highlight the financial support from the Union (see section 'Institutional/organisational website).

Project partners should consider establishing a link between the institutional websites of their point of contact organisations and their project website(s). The programme encourages the projects to make the points of contact a part of their stakeholder groups and to keep them in the loop with the most up-to-date information about the project's work and achievements.

The average number of sessions at the project pages per reporting period is one of the indicators that are predefined by the programme.

Each project partner should inform READ S.A. about activities done in the project.

READ S.A. is overall responsible for the updating website regularly with content designed to attract visitors during the whole the project (both phases, at least once every 6 months) within:

1.   Publish news about the project's implementation and achievements,

2.   Publish information about main project events (no later than two weeks before the event),

3.   Publish pictures, videos about the project's work,

4.   Publish digital project outputs,

5.   Manage the social media section.

Each project partner inform READ S.A> about activities intended or done in the frame of and related to RECREATE and provide brief description/article with supporting materials – photos, video, etc.

5.3 Partners Institutions websites

All project partners must publish information about RECREATE project on their institutional/organisational website.

Project partners should provide a short description of the project, its aims and results, partnership, and highlight the financial support from the European Union (Interreg Europe/ ERDF).

The information about the project has to include full project logo (with EU emblem) in a visible place, meeting the general visibility and publicity requirements of the programme.

A link to the project website should be added for more information about the project's activities.

Proposed main information about at the project partners website (partners may wish to enrich this information):

RECREATE is an interregional cooperation project for improving SMEs competitiveness polices.

RECREATE aims at improving the capacity and capability of regional transport SMEs by supporting research, rapid development and implementation of products and services, access to finance schemes and internationalization opportunities.

RECREATE project is made possible by the financial support from the European Union – the Interreg Europe programme and European Regional Development Fund (ERDF).

All project partners must publish information about RECREATE project on their institutional/organisational website.

Project partners should provide a short description of the project, its aims and results, partnership, and highlight the financial support from the European Union (Interreg Europe/ ERDF).

The information about the project has to include full project logo (with EU emblem) in a visible place, meeting the general visibility and publicity requirements of the programme.

A link to the project website should be added for more information about the project's activities.

Proposed main information about at the project partners website (partners may wish to enrich this information):

RECREATE is an interregional cooperation project for improving SMEs competitiveness polices.

RECREATE aims at improving the capacity and capability of regional transport SMEs by supporting research, rapid development and implementation of products and services, access to finance schemes and internationalization opportunities.

RECREATE project is made possible by the financial support from the European Union – the Interreg Europe programme and European Regional Development Fund (ERDF).

Partner	Project link to Partners Website
Coventry University Enterprises Ltd	https://www.cuebusinesssolutions.com/portfolio-item/recreate/
Campania Region	http://www.regione.campania.it/
Development Agency of South Aegean Region –READ S.A	https://www.readsa.gr/category/erga/
Lithuanian innovation centre	http://lic.lt/en/projektai/vykdomi/recreate-konkurencingumo-skatinimas-tarp-regioniniu-transporto-sektoriaus-mvi/
Regional Development Agency South-West Oltenia	https://www.adroltenia.ro/recreate/

5.4 Poster

RECREATE project poster is designed by the Interreg Europe programme and available to download in various formats.

Each project partner has to place at least one poster with information about the project (minimum size A3), including the financial support from the ERDF, at a location readily visible to the public, such as the entrance area of a building.

Each project partner has responsibility:

- to translate poster in their local language (only text provided)
- to use local photo instead of the project photo
- to add partner logo (preferably on the left side of the 'Project Partners')
- to use the project poster as appropriate.

The rest of design of the poster must stay as it is (colors, shapes, filters, typeface, graphics...).

It is not allowed to create extra colors.

For electronic version is suggested to use PNG format, for printing materials to use high quality PDF.

Additional information or make any other changes if the project partner wish, will be at the own responsibility.

According to the programme, TV screens, roll-up banners can't replace the poster & each project partner is obliged to display the poster. Poster should be displayed in Semester 1 (by 30 Nov 2018).

The poster needs to stay visible for the whole duration of the project. The production costs of the poster are included in each partners' budget under publication and dissemination costs.

5.5 Power Point template

The template of PowerPoint is provided by the Programme, as a suggestion of how the project branding could be implemented.

This template is adapted for the project within the limits of the overall identity guidelines (on use of colours, typeface etc.) and available for downloading at the project source online.

All project partners is required to use this template for presentations for all project meetings and events.

Each partner can place their own logo or choose a slide format. For it, go to 'View' and select 'Slide master'.

Partners' Stakeholders can use their own templates for presentations, but the project logo must be included/added.

5.6 Publications

All electronic or printed material, such as leaflets, newsletters, studies, good practice guides, guidelines or presentations must display the project logo set. Also, a clear reference to the ERDF funding needs to be made in each publication.

The visibility and publicity requirements are not observed or only partly observed, the related costs incurred may be considered ineligible for ERDF funding.

6. Implementation of communication strategy

The implementation of the Strategy is started since the project was approved. The minimum requirements for communication activities and reporting procedures for project activities in Phase 1 and Phase 2 are described below.

During the **Phase 1** (June 2018 – May 2021) of the project, the communication should focus on informing and involving all the relevant stakeholders that can help to the project partners to successfully improve their policy instruments.

During the **Phase 2** (June 2021 – May 2023), the communication should follow the implementation of the Action Plans and inform others about it. At the end of the implementation phase, the project achievements will presented at the Final Conference with high-level political participation to illustrate policymakers' active involvement in the project work.

For the implementation of the Strategy, the main communication channel for the project partners is provided:

Drive' where can be found all source files downloadable in the folder 'Communication'.

6.1 Social media

The project has opened 3 social media accounts and integrated in the project website:

Social media	Link	Name
Facebook	https://www.facebook.com/Recreate-106813761670024/	Recreate

LinkedIn	https://www.linkedin.com/groups/13624895/	RECREATE INTERREG

Twitter	https://twitter.com/RECREATE_EU/	RECREATE_EU
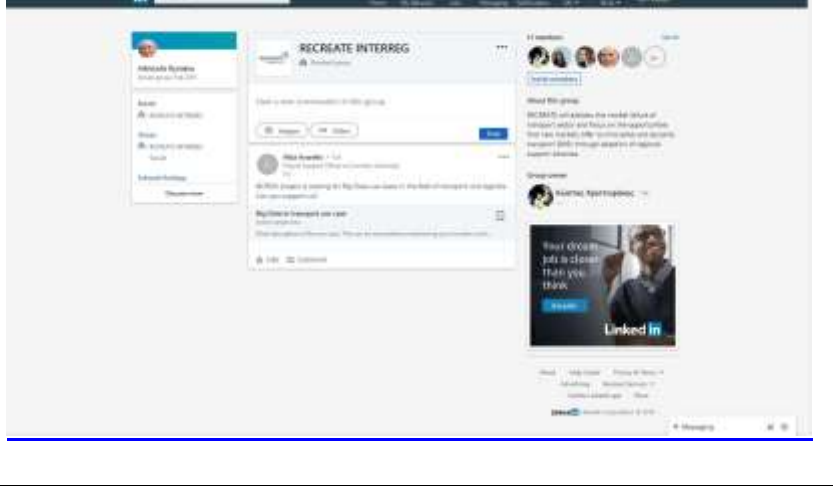
Account in YouTube will be opened in due course when video from the project will be available.

READ S.A. is responsible for the regular updating accounts with news and evaluation of activities done.

Project partners should provide READ S.A. with their inputs regularly.

Partners' organisations and their Stakeholders should make a link with their organisational/institutional social media accounts and inform Partner 1 about activities done for the project.

All Partners are advised:

- to use social media and digital tools by taking into consideration their target group: assess the digital engagement of the relevant people and choose wisely the appropriate channel or tool to reach them,
- to put an effort into online community: build, grow, and manage the online community (target group). Just posting information is not enough. It is necessary to pay attention to the feedback received and adapt the project messages to the expectations and needs of the target group
- to monitor the project's online presence: number of views/ users for digital products, statistics for social media. This helps the projects to get to know the audience better and improve their communication methods over time
- to provide dynamic, engaging and interesting content: follow the storytelling principles with the target group and their expectations in mind. The content should bring some benefit to the followers.

6.2 Media relation

The programme expects all projects to inform the general public about their activities and achievements. The main information channel for this purpose is the media (mainly the press – both online and printed).

The number of appearances in media is one of the communication-related indicators predefined by the programme, in order to succeed in reaching any target value set for this indicator, the project need to include active work with the media (see section III 'Evaluation and Reporting on communication activities').

When preparing material for the media, RECREATE partners need to pay special attention to emphasise the name of the project, the programme and the ERDF. The published articles should contain all three.

Each project partner should to prepare their own press kit for journalists and emphasise the names in any material provided to the media, sufficiently mention them during the project events/communication activities and display them on all publicity material.

Partners should ensure their presence in the media using creative and cost-efficient means. The programme do not pay for articles. The media presence of a project is a result of a successful communication.

Media monitoring is a part of the evaluation of the communication strategy. While reporting on the success of media relations, the project need to keep a copy of any articles (scanned article with a visible date and source, image clip of an online article with a link and date, or similar).

The programme recommends that projects liaise with the national points of contact in their partner countries. The contact points can serve as relays to disseminate more widely on an event or achievement; they may also appreciate receiving the news about their partners' work and activities.

6.3 Public relations activities

Apart from the online presence and work with the media, the project can plan other public relations activities to engage with their target groups and convey the project's messages in order to reach the communication objectives.

Other activities/ events can be organised by the project or the partners can decide to participate in an activity organised by someone else for example to get in contact and network with the relevant people from their target groups.

The project is encouraged to develop partnerships with other projects working on similar issues and pool resources for the organising of their public relations activities when deemed relevant for the Strategy, as this can increase the project's visibility and also reduce costs.

The project can take part in external events, that is, activities organised by someone else, which can give the project an opportunity to come face-to-face with people from the target groups and tell them about the project. The project should look for people who would endorse the project and work for it as ambassadors and speak about it to the public. Project should prepare and circulate briefing documents to make sure that supporters also understand and relay the same core messages.

Active participation in such external activities – as a speaker or an exhibitor – can help partners to become visible, promote the project and reach out to the target groups. Partners need to think about the needs and expectations of their target groups when preparing their presentations. Project should think about the added-value the project presentation can bring to the audience, the project's target group. Specific examples and stories of project's successes can make the presentations more interesting. The importance of European cooperation should also be stressed.

6.4 Press release

Press releases are mandatory of the project. All press releases of the project are available in e-format at the project website.

READ S.A (PP3) is responsible for the production of press release at project level for each project activity in English version and disseminate it to all Partners and relevant stakeholders at EU level.

Partners can edit press release accordingly their local needs. Partners are responsible for the translation of press release and dissemination to their stakeholders and media at local, regional and national level. Monitoring must follow.

Project partners are responsible for the production of press releases at their local level about local activities related to the project (local Stakeholder Group meetings, local dissemination events), dissemination to media and relevel stakeholders and monitoring.

Partners are encouraged to produce press releases before and after all project events and publish them to a wider audience through media

Translation costs must be budgeted in the Staff Costs budget line.

6.5 Newsletter

Project`s Newsletter is mandatory of the project. The name of the project newsletter is 'RECREATE e-newsletter'

All Newsletters are available in the project website in e-format with Subscription to the newsletter provided.

Responsible partner for Newsletter production and the dissemination to the project partners and at EU level is READ S.A (PP3).

Project partners are obliged to disseminate Newsletter to their stakeholders at local, regional and national level.

Partners can translate Newsletter in their local language.

Monitoring must follow. Translation costs is budgeted in the Staff Costs budget line.

6.6 Leaflet

The leaflet is mandatory in the Project.

It is available in e-format for download on the project website in English version. All project partners should disseminate a leaflet to their stakeholders and others at external events and/or at any other relevant occasions for the project communication.

Project partners are free to translate this leaflet. The costs for translation can be reported in Staff Costs budget line.

6.7 Brief versions of reports

Brief versions of two reports will be developed and disseminated during Phase I of the project:

"Transport SME Competitiveness" and "Strategies for regions/policy recommendations".

These will be sent to the policy makers to help them take informed decisions based on a rich evidence base that will be built in the project. Development of visual appealing online and hard version of the main findings will be distributed to the policy makers.

The "**Transport SME Competitiveness report**" (brief version), will be completed by the partners by the end of Semester 3. The Regional Development Agency South-West Oltenia (PP5) will be responsible for leading the 'slim version' of this report including recommendations. All partners will prepare, following the template distributed by PP5, a summary of their regional analysis. The aim is to produce a shorter version of the regional analysis summarising the main points and including the recommendations based on the findings for each region. This shorter version would be easier to be read by the stakeholders including the policy makers. This version will be available on the website and will be translated and printed locally by all partners.

By the end of Semester 6, "**Strategies for regions/policy recommendations**" will be prepared. The Lithuanian Innovation Centre will lead the preparation, however, all partners are expected to actively contribute with input. The partners will be in touch with the local stakeholders and will meet as frequently as needed to obtain their further input for the report. An interregional policy workshop will take place in Rhodes, Greece, aiming to perform a reality checking on the main recommendations. The experts will be asked to evaluate the generic policy recommendations developed and re-assess the generic elements – features identified for overall value creation of SME support investment in transport. The main organizer of the workshop will be the South Aegean Development Agency, however, PP1 will very actively contribute in the preparation due to its very extensive experience in event facilitation but also thorough understanding of the transport SME sector. The findings of the workshop will be collected by South Aegean Development Agency and will be submitted to Lithuanian

Innovation Centre in order to be used for the final policy recommendations report. The brief version of the policy recommendations will be developed in collaboration with Coventry University Enterprises Ltd. This version will be available on the website and will be translated and printed locally by all partners.

6.8 Meetings and events

Project meetings

Each partner responsible for the organisation of the project meetings (workshops, study tour, joint meeting on action plans, steering group meetings) must keep publicity and visibility requirements:

-   Project poster is displayed in the visible place in the meeting room
-   Logo is used on all handouts – Agenda/programme, list of participants, presentations, etc.
-   EU flag in the meeting room is placed (on the floor and/or table)
-   ERDF support mentioned on all documents used for the public or the participants in the RECREATE activities

Conferences and events

The consortium members will attend regional, national and international conferences connected to RECREATE. This will help to disseminate the results of the project, as well as collect information about on-going activities or establish contacts personally.

Publicity and visibility requirements are compulsory.

In Semester 9, partners will organise a (final) dissemination event gathering executives and policy makers from the regions and from other relevant institutions. The aim is to promote the project achievements and to disseminate the results of the action plan implementation to a large audience. The project website is updated accordingly.

<u>Final Conference</u>

This event is mandatory of the project.

The objective of the Final Conference is to present the results of the whole cooperation to as wide an audience as possible. The final event should attract a large audience; high-level policymakers relevant to the project's topic should be present to attract representatives of the press or other media as well as the general public (as identified in the Strategy). Representatives from the stakeholder group institutions should come to show their continuous support for the exploitation and use of the lessons learnt from the project in their region even after the project has ended.

LP CUE (UK) is responsible for the organisation of the project Final Conference.

<u>Participation at the programme events and other EU events</u>

The programme encourages project partners to incorporate several other activities organised by the programme in their forward planning (an average participation of four events per year is to be budgeted).

Events may include:

- Annual Interreg Europe events

- Policy learning platform events

- Events organised by European institutions (RegioStar / Open Days).

The programme may ask the projects to present their results and achievements at any of the annual events or policy-learning platform events

In addition, there are several events organised by the European institutions which may help the project achieve greater visibility and dissemination of their communication material and information about their results. The programme participates in these events with input from the projects. The European Cooperation day is a relatively new initiative presenting projects' work and local level results to the general public. The projects are encouraged to take part in this initiative, which can also bring them more visibility and increase contact with the local media.

CUE will present the project and it`s partnership at relevant different external events when will be possible, such as thematic and networking events organised by the programme (e.g. Policy learning platforms, European Cooperation Day and other relevant EU events (e.g. European

Week of Regions and Cities, etc.). Also, other project partners can take an active part when necessary.

6.9 Photo and video

Multimedia materials will enhance the visual quality of the communication tools, but only if the quality of this material is good. All project partners should have photos and video recording of the events what they are organize or where they are participate (workshops, seminar, study tour, conference, etc.). The multimedia material should be delivering to the LP.

Partners must to mention the **copyrights** related to each material, the place and the date of the subject, as well as a short description of the subject.

Minimal size (1Mo minimum for pictures; especially important for printed communication product), shoot details instead of large plans, no group bigger than 3 or 4 people, ensure brightness (prefer outdoor pictures), action (do not hesitate to ask you subject to pose for you when doing this action), faces (no back heads), hands shaking, etc.).

6.10 Promotional material – gifts and giveaway

With regard to the production and use of various promotional material such as bags, pens, notebooks, USB sticks, etc., such material will NOT be accepted as eligible.

6.11 Other communication tools and activities

There are no specific programme requirements with regard to other communication tools and activities. The Strategy can vary depending on the specific topic tackled by the project, hence the appropriate selection of communication tools and activities can also vary.

6.12 Information exchange

Cooperation with the communication officer appointed in each country for the Structural Funds can also provide the project with a powerful channel for relaying the information that the partners want to share with their local audiences. It could help the project persuade the press of the relevance and utility of their work and entice journalists to publish more news about the project's activities and achievements. In turn, the communication officer at the national level may require regular contact with the project partners from their country in order to collect region- and country-specific information about the programme through the project activities.

6.13 Checklist of publicity requirements

- Logo set used
- All partner institutions inform about project on their website (if such website exists)
- All partner institutions' websites linked to Interreg Europe/ project website
- All partner institutions place the A3 project poster at a readily visible place at their premises
- ERDF support mentioned on all documents used for the public or the participants in the project's operations/activities
- Project website updated at least once every 3 months.

7. Evaluation and reporting on communication activities

7.1 Evaluation

The measuring the impact of the communication outputs and results enable project partners to propose effective result indicators and to measure them throughout the RECREATE lifetime.

A certain number of indicators are pre-defined at programme level and they need to be reported through each progress report.

The project has own indicators, based on their specific communication objectives, to be monitored internally by READ S.A., which will help the project to reach its goals.

Evaluation form on communication activities is provided to the project partners for reporting purposes.

7.2 Reporting on output indicators

Average number of sessions at the project pages per reporting period

This indicator measures the performance of the RECREATE website. A session is the period of time a website user is actively engaged with the project pages (measured by Google analytics). The target value for this indicator estimates how many sessions on average take place at the project website during a reporting period (over six months). There are high and low points in a website performance, so an average number over the lifetime of a project should allow projects to increase their online activity if the performance is lower than the estimated average in any of the reporting periods. The analytics tool provided with the project website, hosted on the programme's website, helps project measure this indicator. For example, if users come to the project pages on average 20 times each day, this indicator's value would be around 3500 sessions per one reporting period

Number of appearances in media (for example the press)

The number of appearances in media is one of the communication-related indicators predefined by the programme. In order to succeed in reaching any target value set for this indicator, RECREATE project partners need to include active work with the media.

This indicator estimates the media coverage for the project (e.g. project appearances in the press, radio, television, on news websites, online portals, blogs etc.).

The appearance of the project on the partners' websites and in own publications should not be counted under this indicator.

Do not count your own publications in your own websites (only material published by others counts)!

8. Internal communication

The project's **internal communication language is English**. All project level publications, data base and other info will be exclusively issued in the English language. Partners can

communicate at their level for the purpose of local/region and national information dissemination about the project in their respective language.

8.1 Internal project communication as regards day-to-day management

General internal project communication in relation to day-to-day management tasks is led by the Lead Partner closely with Communication Manager READ S.A. and Technical Coordinator provided by LP staff:

- Communication Manager (responsible for the proper implementation and monitoring of the communication strategy, in close cooperation with Project Coordinator and Partners),
- Technical Coordinator on sustainable mobility development (responsible for monitoring of the project progress accordingly project objectives, propose Policy Learning Guidelines and Action Plans Guidelines to the project partners, monitor improvement process of the selected policy instruments and programmes, advise Project Coordinator and consult Partners);

LP will cover day to day project management and administration, technical and scientific co-ordination, as well as the financial management (including the co-ordination of the necessary audits).

LP will act as Secretariat of the Steering Committee, by preparing the agenda, meetings, minutes, action plans, workshops, technical visits, etc. Communications will be by email, online and by teleconference, as required. LP will undertake all the communication with the partner's executive body, Joint Secretariat, and the MA of the Programme.

On the first level LP contacts the Partners - Project Managers (PMs), who will forward the respective information to the suitable persons in the Partners' Project Management Team (PPMT). Similarly, in case the PMs have to deal with management task, their first level contact is the LP.

Communication with external experts for the project implementation is taken by LP, which is also responsible for the coordination of exchange of experience.

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│           Steering Group             │
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│     Representatives of Partners      │
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│          Project Officers            │
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│          RECREATE Partners           │
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│      External Experts of Partners    │
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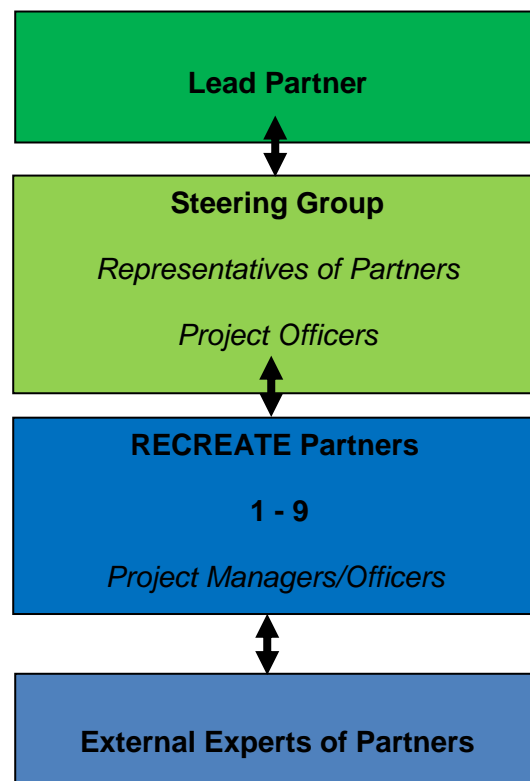
8.2 Ways of project communication

Project partners technically use three ways for internal communication:

- Via **e-mail**, using the mailing list that includes the emails of all Partners. All questions, remarks, suggestions should be initially posted to this mailing list to make sure that all partners are aware of ongoing discussions and to benefit from solutions to questions other Partners may raise
- Via **Skype**. Partners can collaborate in real-time with LP, face-to-face with video and save on calls and time.
- Using the **website**
- Using **RECREATE Drive**. Partners may use to upload information to share or to fill in on-line questionnaires and forms. All communication materials and materials produced within the project are available online for access at any time download.
- **Face-to-face project meetings**: Project Partners meet at an agreed frequency to evaluate their activities, plan the next steps, discuss and exchange experiences on the implementation of the project activities including project communication.

Appendices

Appendix 1: Industry events calendar

This table will be used to list future events in the Transport sector that can be useful for the RECREATE Project Partners to attend or their stakeholders.

Partner	Date	Description	Target Industry / Sector / Audience	Type	UK, EU, INTL	Venue	Cost

Appendix 2: Events attended by partners – reporting template

This table will be used by all Partners to report on each event attended.

Partner involved	
Location	
Date	
Event name	
Event type	
Event scope and brief description	
Type of audience	
Event website	
Role of the partners	
Brief description of the partners'' role in the event	
Pictures to be attached as files to the email	

Appendix 3: Dissemination activities report

This table will be used to report **publications** related to the RECREATE project.

Project acronym	RECREATE							
Start date	01-06-2018							
Partner	Publishing date	Kind of media	Name of media channel	Title in original language	Title in English (if available)	Link (if available)	Coverage	Reporting period