

BIG DATA 4 RIVERS

COMMUNICATION PLAN (DRAFT VERSION)

Learning from each other and working together to make European river basins and water management policies smarter in favor of the implementation of the EU Water Framework directives, through Information & Communication Technologies.

Generating, exchanging & promoting information, knowledge, experience & good practices between partners in the field of the efficiency of the water systems through the development of individual action plans.





REGIONAL DEVELOPMENT FUND OF ATTICA ON BEHALF OF REGION OF ATTICA

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Executive Summary

The BIGDATA4RIVERS project aims to improve the effectiveness of policy instruments in promoting and implementing a Smart Water Management in the participant territories, through the exchange of experiences and methods for a more effective protection and preservation of European rivers water quality.

The BIGDATA4RIVERS communication plan is a complimentary and subservient component to the business and marketing strategy, focusing on some of the smaller details. In particular, communication strategy implements the STP Approach (Segmenting – Targeting – Positioning) and defines **whom to reach**, through **which channels and tools**, and **what messages** to communicate, so as to ensure the successful dissemination of project results.

The communication strategy of BIGDATA4RIVERS aims to make public awareness about the project and increase the impact of its outcomes on local, regional and national policymaking authorities and other stakeholders, while facilitating the information, knowledge & experience sharing among partners in the content of smart water management in order to assist them in participating in project activities. The BID DATA FOR RIVERS communication plan is divided into the following sections:

- **Section 1** provides overall information on the BID DATA FOR RIVERS project and presents the partnership, key activities and expected results.
- **Section 2** presents the planning of the communication strategy and in particular project's objectives, target groups, positioning, key messages, KPIs as well the rules and the main areas on which the communication procedure will be developed.
- **Section 3** focuses on the implementation of the communication strategy providing details on the tools and materials (digital strategy, offline material, public relations strategy, event marketing, internal communication etc) to be developed during the project lifecycle.
- **Section 4** provides information and tools about the project management procedure of the communication plan. In particular, it summarizes the communication channels, tools and materials according to the related objectives and the relevant target groups, analyzes the role and the responsibilities of the communication manager of the project and states a reporting system that will help evaluate the achievement of specific communication objectives.

1. Outline of BIG DATA FOR RIVERS project

1.1 Scope, Mission & Objectives of the Project

One of the Europe's most relevant resources are the rivers that cross it. They are not only the main responsible for the rich & diverse European natural ecosystems but also the main source of the water used by the population & population activities

Water is a scarce resource that must be protected and reused & in this context the preservation of the quality of the European rivers' water is a major concern of local, regional, national & even European authorities

The project aims to improve the effectiveness of policy instruments in promoting and implementing an Intelligent Water Management in the participant territories, through the exchange of experiences and methods for a more effective protection and preservation of European rivers water quality through a better response to the EU Water Framework Directives requirements and a more efficient water treatment system, infrastructures and networks supported by the ICT (that generates real-time information & allows different stakeholders to access & share it) namely the ones related to the rivers quality of water.

1.2 BIDDATA4RIVERS expected outputs & benefits

The main results and benefits of the project are:

- The improvement of the efficiency of water management policies & the PI addressed.
- Enhancement of the promotion and development of techniques and technologies for treatment, recovery and management of water and wastewater
- A wider & informed participation of the regional stakeholders in the design and implementation of the policy instruments improvement. The interregional learning process will allow partners to learn & support each other based on their own experiences in the EU Water Framework directives implementation, enabling better planning processes & decision-making.
- The improvement of skills & competencies of the participant institutions at strategic level (design of policies & strategies) & operational level (implementation of policies & respective instruments) here included the LSG members, specially the PI managing authorities.
- The development of the following implementation tools: customized action plans, analytical reports, reccomedation reports & execution reports, high level political events, study visits, interregional workshops & knowledge transfer seminars

1.3 The partnership

Lead Partner



Intermunicipal Community of Alto Minho (CimAltoMinho) - **Portugal**

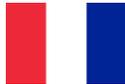
Partners



Regional Development Fund on behalf of the Region of Attica - **Greece**



Iberian Association of Riverside Municipalities of Duero River (AIMRD) - **Spain**



Cluster DREAM - **France**



Kaunas University of Technology (KTU) - **Lithuania**



The National Union of Romanian Entrepreneurs (UNPR) - **Romania**



The County Administrative Board of Östergötland - **Sweden**

Table 1. The BIG DATA FOR RIVERS partnership

2. Planning of BIGDATA4RIVERS Communication strategy

Communication strategy is a complimentary and subservient strategy to the business and marketing one and focuses on some of the smaller details necessary to create the picture defined by the business and the marketing strategy. Communication strategy serves as a useful and comprehensive guide that defines **whom to reach**, through **which channels and tools**, and **what messages** to communicate, so as to ensure the successful dissemination of project results.

The BIGDATA4RIVERS project develops its own communication strategy, a critical success factor in achieving the project's objectives. The communication strategy of the project is aligned to the communication principles defined by the INTERREG EUROPE Communication Strategy and is aiming in effectively communicating the core objectives of the project. In particular, **the main objectives of INTERREG EUROPE Communication Strategy** are:

- Increase to 50% the awareness of relevant regional actors of the policy learning platform's existence by 2020
- Increase access to good practices by establishing INTERREG EUROPE as the programme to turn to for policy issues
- Demonstrate the positive impact of interregional cooperation to European institutions and partner states

The planning process of the BIGDATA4RIVERS communication strategy implements the **STP Approach (Segmenting, Targeting, Positioning)**, as it is illustrated in the following scheme:

Segmenting	<ul style="list-style-type: none"> ▪ Divided the market to specific segments (groups) ▪ List each segment (potential target groups)
Targeting	<ul style="list-style-type: none"> ▪ Analyze each group ▪ Select the groups to which we will target
Positioning	<ul style="list-style-type: none"> ▪ Composing the communication Strategic Planning <ul style="list-style-type: none"> ✓ Definition of Key Performance Indicators (KPIs) ✓ Definition of communication objectives ✓ Development of Project Positioning (in target groups' minds) ✓ Composition of specific project-tailored messages ✓ Develop specific tactics & customized activities that will be exchanged among target groups

2.1 Segmenting & Targeting

To communicate effectively, it is important to know precisely whom the project needs to address, and to consider the specific needs of target groups. Following the market segmentation, the target audience of BIGDATA4RIVERS project includes all individuals, bodies and organisations that:

- They directly or indirectly participate in knowledge transfer and in the decision-making process
- They participate in policy implementation
- They are end-users

In particular, the BIGDATA4RIVERS project has identified the following target groups and seeks to keep all these different players informed and involved through customized communication activities. It should be underlined that organizations participating in the project as partners are obliged to comply with GDPR legislation for businesses and organisations in all communications and use of third-party data,¹ including those initiated in the context of enacting the BIGDATA4RIVERS communication strategy.

BIGDATA4RIVERS Target groups		Level of action			
		Local	Regional	National	Transnational
1	Local public authorities	✓			
2	Regional public authorities		✓		
3	National public authorities			✓	
4	Policymakers, public servants and professionals in the environmental field	✓	✓	✓	
5	NGOs	✓	✓	✓	
6	SMEs	✓	✓		
7	Specific groups from general public (students, women etc)	✓			
8	Business support organisations (Bodies responsible for Structural Funds Programmes, Managing Authorities of INTERREG PROGRAMMES)	✓	✓		

¹ Articles 1 and 2 and Recital (14) of the GDPR. For a comprehensive guide of GDPR regulations for businesses and organizations see: https://ec.europa.eu/info/law/law-topic/data-protection/reform/rules-business-and-organisations_en.

2.2 Strategic Planning – Positioning

2.2.1 Communication Rules

The BIGDATA4RIVERS project follows and implements specific communication rules, as defined by the INTERREG EUROPE. According to them, the communication activities should be:

- Harmonized
- Integrated
- Sustainable “Think before you print”
- Plan producing only the material directly necessary to meet your communication objectives
- Needs approval beforehand by the Joint secretariat
- Plan to use existing material in your institution (pens, notepads, etc.)
- 15% of staff costs goes for administration costs

Based on the above rules, the Communication Strategy and Plan foresees 2 intervention areas:

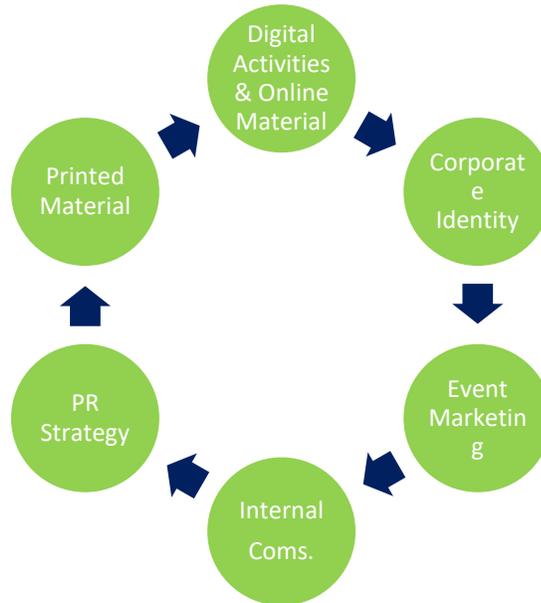
- Communication actions carried out by each partner in its territory
- Joint communication activities aiming at EU level

These areas can be expressed by the Triangle: Inform – Persuade – Engage



2.2.2 Core Communication Areas & Key Performance Indicators (KPIs)

The communication strategy of the BIGDATA4RIVERS project will be developed in the following areas:



In this context, the communication plan of the project has defined its own measurable Key Performance Indicators for each area respectively:

Communication Area	KPI	Type of KPI
Digital Communication		
Website	Number of unique visits per year	Result Indicator
Facebook	Number of likes & followers	Result Indicator
Twitter	Number of Followers	Result Indicator
Linkedin	Number of Connections	Result Indicator
e-Newsletter	Number of Newsletter Campaigns	Implementation Indicator
	Number of recipients	Implementation Indicator
PR Strategy & Corporate Communications		
Press Releases	Number of Press Releases	Implementation Indicator
	Number of appearances in the media	Result Indicator
Printed Marketing Material		
Poster	Number of Posters	Implementation Indicator
Brochure	Number of Brochures	Implementation Indicator

Communication Area	KPI	Type of KPI
Event Marketing		
Organization of Events	Number of Events	Implementation Indicator
	Number of Participants	Implementation Indicator
Participation to Events	Number of Events	Implementation Indicator
Participation to Training Seminars & Workshops	Number of Seminars & Workshops	Implementation Indicator
	Number of Participants	Implementation Indicator
Internal Communication		
Online Platform	▪ Number of Members	Implementation Indicator

2.2.3 Goals & Objectives of the Communication Strategy & Plan

The purpose of the Communication Strategy and Plan is to provide an overall framework and guidelines for the successful implementation of communication and dissemination activities that are aligned with the goals of the BIGDATA4RIVERS project.

Communication needs to be goal-driven; therefore, it is vital to define from the outset specific communication objectives that will enable the achievement of the strategic objectives of the project, in order to increase the influence of the BIGDATA4RIVERS with respect to the need for improving territorial (local, regional, national) authorities' capacity to implement smart water management tactics.

The purpose of the communication strategy is to:

- Plan - Identify targets, messages, tools, and channels. Build an adequate and effective communication and dissemination plan to ensure the best impact of project results.
- Design - Produce dissemination tools: design a comprehensive set of communication material to ensure an easy identification of the project and a major exposure.
- Increase the impact of the BIGDATA4RIVERS project and its outcomes on territorial (local, regional and national) policymaking authorities, with respect to the need to implement intelligent water management actions
- Involve target groups in the project activities, thus sharing information, knowledge & experience among partners in the content of smart water management
- Affect public perceptions of the benefits and methods for implementing smart water management

- Sustain - Ensure a persistent and long-lasting visibility of the project activities and outcomes.

Communication objectives need to be SMART (Specific, Measurable, Assignable, Realistic and Time-related).

In addition, communication objectives can be further distinguished in internal and external communication objectives.

- ‘Internal’ communication objectives refer to the productive knowledge sharing within the partners, aiming in the optimization of smart management policies, through a consistent participation of the regional stakeholders.
- ‘External’ communication objectives refer to communications with project stakeholders and the general public, increasing the knowledge for smart water management policies and influencing public perceptions towards water.

The internal & external communication objectives for BIGDATA4RIVERS are presented in the table below:

Internal communication objectives		
Communication objectives	Type of impact	Channels
Facilitate exchange of information & knowledge among partners	Exchange information	Digital platforms (website, social media channels, e-mail, e-Newsletters), project meetings
Communicate and promote the project’s outcomes with the goal to input to local, national and international policies.	Exchange information	Digital platforms (website, social media channels, e-mail, e-Newsletters), project meetings

External Communication objectives		
Communication objectives	Type of impact	Channels
Dissemination of program progress, outputs and results following a transparency and accountability spirit → Create an impact that will last beyond the end of the project by making the results known to those who could benefit from them.	Awareness-raising	Digital platforms (website, social media channels, e-mail, e-Newsletters), PR Strategy (Press Releases), Event Marketing
Make public awareness - Inform public authorities involved in smart water management about project activities and outputs	Awareness-raising	Direct marketing (emails, e-Newsletters), PR Strategy (press releases), Digital platforms (website, social media), Event Marketing, Printed Material (poster, brochure)
Assist public authorities stakeholders, enterprises and SMEs to participate in project activities	Behavioural change	Event Marketing (EU conference and local info days), Digital Platforms (Website, Social Media, online campaigns, e-Newsletters), PR Strategy (Press Releases)
Exchange information between partners and territorial public authorities about the integration of project outputs into relevant policies in partnership countries	Awareness-raising	Direct Marketing (Direct emails), Event Marketing (info days and policy workshops, 3rd party policy events, EU conference)
Sustain - Ensure a persistent and long-lasting visibility of the project activities and outcomes.	Awareness retention	Digital Platforms (Website, Social Media, online campaigns, e-Newsletters)

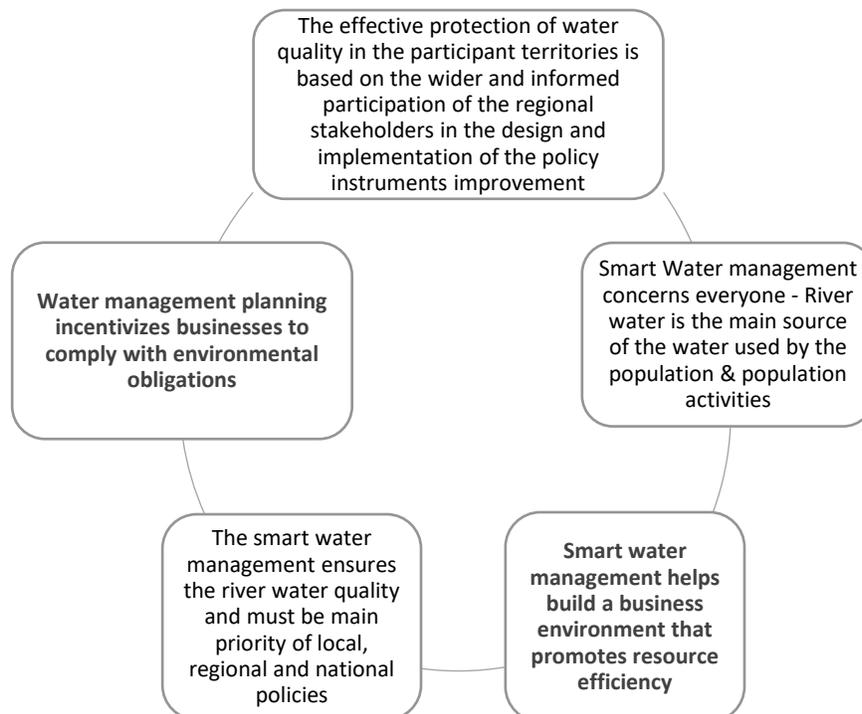
2.2.4 Positioning

The BIGDATA4RIVERS positioning can be defined as following:

“Learning from each other, working together and sharing information & knowledge to make European river basins and water management policies smarter in favor of the implementation of the EU Water Framework directives, through Information & Communication Technologies”.

2.2.5 Key Project Messages

BIGDATA4RIVERS aims not only at conveying its messages to specific stakeholders, but to actively disseminate a few basic propositions to the broader public, in order to influence societal attitudes and mind-sets by dictating a smarter management to river water. The communication strategy of the project is fulfilled through the following project-related key messages. Indicatively, some of the following messages could be suitable for addressing public authorities, while others are more suited for addressing businesses or the general public.



3. Implementation of communication strategy

Communication Strategy aims in the foundation of a 360o brand identity based on the communication rules that have been mentioned above (Harmonized, Integrated and Sustainable) and should implement specific guidelines across all communication channels, activities and campaigns.

3.1 Corporate Identity

BIGDATA4RIVERS project has to be aligned with the INTERREG EUROPE graphic identity guidelines (<https://www.interregeurope.eu/about-us/logo/>), when developing its communication tools.

INTERREG EUROPE follows specific indications which dictate the use of a common visual identity for the entirety of its project and require all beneficiaries to follow a number of rules regarding the use of the INTERREG EUROPE logo and its applications.

Hence, BIGDATA4RIVERS project will use the INTERREG EUROPE communication toolkit that includes²

- Project logo set & origami
- Project poster template
- Project website
- Project-specific branding guidelines.
- Project Word Template (Horizontal & Vertical)
- Project Excel Template (Horizontal & Vertical)
- PowerPoint Template
- Business Card Template

² For more details, see the Graphic Identity Guide:
https://www.interregeurope.eu/fileadmin/user_upload/identity/2019_Programme_branding_rev2.pdf

The INTERREG EUROPE brand is made of 3 components:

- **The logo block**

Reference to European Union and European Regional Development Fund should always accompany the logo block, except for small size use.

- **The slogan**

Programme slogan 'Sharing solutions for better regional policies' should be used when possible. There is no predefined positioning of it.

- **The origami**

Origami (the four colour element) may be used on its own as an endorsement of the brand. But it is never a replacement of the full logo. Its position is flexible.

The above components are illustrated in the following Figure:



Figure 1. INTERREG EUROPE logo

The branding of specific projects is a key component of the successful identity of INTERREG EUROPE. Hence, it is mandatory that project partners comply to the following recommendations.

- **The project acronym stands on maximum two lines, 11 characters per line.**



Projects funded by Interreg Europe have an identity in the form of a project brand block in relation with the topic they belong to:

- ✓ The related topic colour origami
 - ✓ The Project acronym in Monserrat aligned right
 - ✓ Interreg Europe brand
- **No other project identity is permitted.**
All graphics or main headline colours should be made from the colour of the related topic. Documents for reproduction are available from Interreg Europe. All new documents created should follow these guidelines.
 - **European Union emblem – European Regional Development Fund**
Interreg Europe project identity comes complete with the European Union emblem and reference to the European Regional Development Fund. The placement of the EU emblem is free as long as the logo block and EU flag are both visible on the same page, except for small sizes where the EU emblem can be placed on the same line, or underneath the project logo. Sample positioning in case the project logo stands with logos of different organisations.



According to the above guidelines, the BIGDATA4RIVERS logo can be seen in the following figure:



Figure 2. BIGDATA4RIVERS logo

BIGDATA4RIVERS Colour Palette

The project belongs to the topic: Environment and resource efficiency.

The origami colour palette comes from the following colour combination:

CMYB: C49 M00 Y99 B00

RGB: R152 G194 B34

Pantone: #98c222

Consequently, all the BIGDATA4RIVERS electronic or printed material and stationery (including leaflets, newsletters, ppt template, Power Point Presentations and Business Cards) must display the INTERREG EUROPE Graphic Identity Guidelines, as they are presented in INTERREG EUROPE Website

3.2. Digital Strategy

3.2.1. Project's Website

INTERREG EUROPE utilises project websites as the main standardised communication tool for all projects, including BIGDATA4RIVERS.

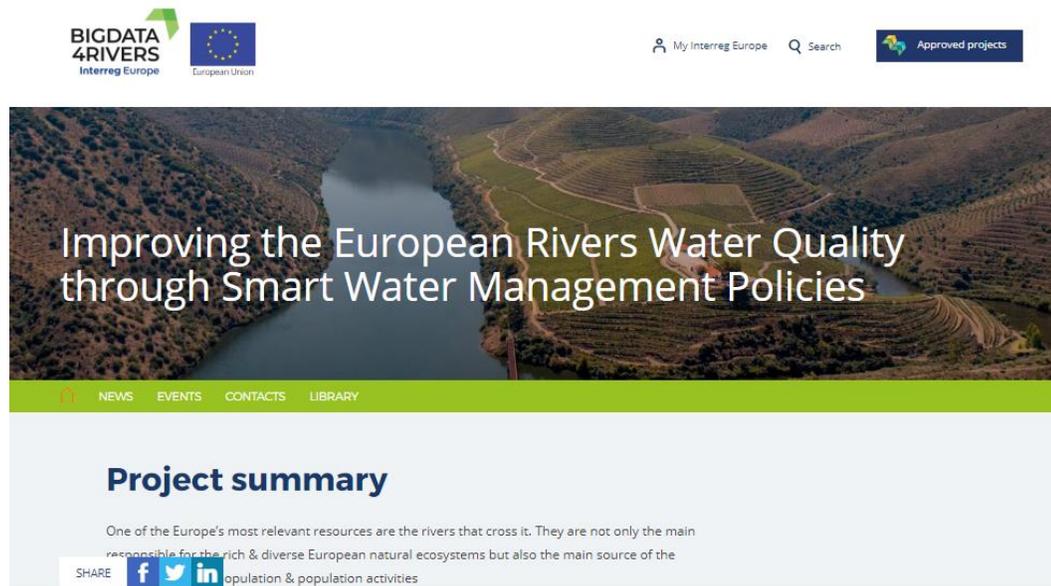
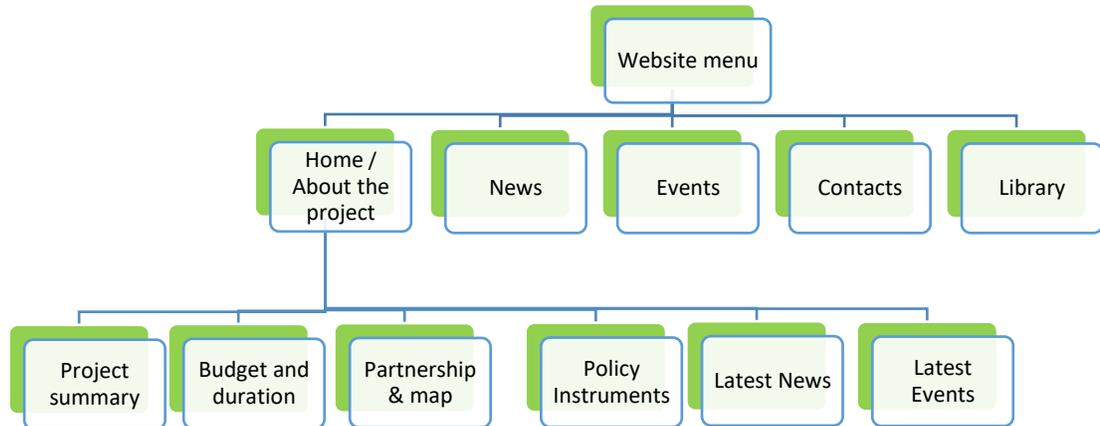
INTERREG EUROPE hosts all project websites on its 'root' website: <http://www.interregeurope.eu/projectname>. There is a close link between the project websites and the INTERREG EUROPE website, because all news and events published on the project websites will also appear on the INTERREG EUROPE homepage level; this way the reach of each project is multiplied. Based on the above rules, the BIGDATA4RIVERS website is hosted in the following web address: www.interregeurope.eu/bigdatda4rivers and is compatible with the website layout defined by INTERREG EUROPE.

Website Content

The BIGDATA4RIVERS website serves as the main source of up-to-date information about the project and presents the scope, the activities, benefits and all the relevant details and deliverables of the project, including organized events etc. In particular, the website of the project includes 5 main sections:

- Home Page / Project Summary Section, which provides short, clear and concise description of the aims, activities, outputs foreseen and expected results of the BIGDATA4RIVERS project. It also include an overview of the BIGDATA4RIVERS partnership, their profiles and their responsibilities within the project. The section also mentions the budget and the duration of the project and provides quick links to latest news and events of BIGDATA4RIVERS, as well as to BIGDATA4RIVERS Social Media channels.
- Project news Section includes news about project activities, Local Stakeholders Meetings, Presentations etc.
- Events Section provides information about main project events and keeps records of the media appearances of BIGDATA4RIVERS partners
- Contacts Section includes information (Logo, Address) for project partners throughout Europe.
- Library Section provides BIGDATA4RIVERS partners with the opportunity to create folders and galleries with project-related documents, images and videos

The next figure summarises the information in the previous paragraphs:



It worth mentioning that BIGDATA4RIVERS Website does not include extranet restricted area and Newsletter tool.

It is very important to make regular website updates and create news and events (visible on the main Interreg Europe website as well).

Website Goals

The core objectives of BIGDATA4RIVERS website can be summarized to the following:

- Public image of the project and main online access point for the different target groups
- Information source: highlight project objectives, activities, outcomes and relevant updates in the field of blue growth;
- Repository of information: store and make available project resources and publications to general public, specialised public and reviewers.

3.2.2 Partners' Website

Beyond the project website, all BIGDATA4RIVERS partners will have to publish information about the project on their institutional website (in case such a website exists). Project partners should provide a short description of the project, its aims and expected results, partnership, and highlight the financial support from INTERREG EUROPE. A link to the project website should be added for more information about the project's activities.

3.2.3 Social Media Strategy

Social Media Goals

The Social Media Presence for BIGDATA4RIVERS project is important to increase the project visibility. In particular, the Social Media Strategy has the following objectives:

- Disseminate the project findings and outputs
- Increasing the brand awareness of the project
- Sharing information & knowledge among project partners (including events and workshops)
- Optimizing social networking and community building through online reputation management
- Improving user engagement
- Linking BIGDATA4RIVERS project with smart water management and ICT
- Increasing the number of likes and followers

The Communication Manager creates the BIGDATA4RIVERS profile in social media channels & introduces in the project webpage all the contents agreed in the Kick of Meeting, through consistent content management procedure.

Social Media Guidelines & Principles

The use of social media should follow the instructions below:

- Links to social media pages should be included in the BIGDATA4RIVERS website and vice versa. Partners have to make sure to use the social medium that is the most suitable for each communication action depending on the target group addressed.
- The content/phrasing of each message sent via social media accounts should be customised to fit the characteristics of each target group. The digital engagement of the latter should be assessed before sending the message.
- Partners should use social media to build, grow, and manage an online community around BIGDATA4RIVERS project. Merely posting information is not enough; it is necessary to pay attention to the feedback received and adapt project messages to the expectations and needs of each target group addressed.
- To maximise the dissemination of INTERREG EUROPE, BIGDATA4RIVERS social media accounts should include links to the locations where the programme is present. It will be a win-win situation for both because the programme will always be up to date with the

project's activities, and the project might gain new followers throughout the already existing community around INTERREG EUROPE.

It is recommended for BIGDATA4RIVERS to have a presence in at least two social media. The social media pages of the project are developed according to the following principles:

- *Efficiency*: communication by means of social networks must be efficient, that is, achieving multiplied beneficial effects with the least dispense of resources possible.
- *Transparency*: the project and its outputs and results must be presented in an unprejudiced and objective manner.
- *Quality*: quality information must be offered to the general public, following the recommendations of the communications plan.
- *Responsibility*: social norms as well as the terms of use of each social network must be respected at all times.
- *Open knowledge*: a new approach to intellectual property rights will be applied that fosters the necessary conditions to create wealth from the data and contents produced by the BIGDATA4RIVERS partnership.
- *Politeness*: Interaction with social media users should be such that the latter do not feel that communications pursued by the project are intrusive (e.g. spamming, boundaries etc.)

3.2.3.1 Facebook Page

Facebook is a channel that reach many actors in a short time and is easy to use and interlink for all partners. Project partners should be aware of the increased efficacy in terms of attracting readers' attention of combining visual and textual content.

Facebook Page Information

- **Facebook URL**: <https://www.facebook.com/BIGDATA4RIVERS>
- **Profile Picture**: The BIGDATA4RIVERS uses the project's logo as a Profile Picture. This picture will appear as the page's icon every time a comment or a post is published. Square dimensions are best since Facebook will force rectangular photos to be cropped to squares. The profile pictures will be at least 180 pixels .wide by 180 pixels tall.
- **Cover Image**: The cover photo appears across the top of the BIGDATA4RIVERS page and serves the purpose of supporting the branding of the project, draw attention, and given an immediate impression of what the project is about. The same photo that appears in the BIGDATA4RIVERS website has been selected, in order to retain a unified brand across these 2 communication channels.

- **Profile Information:** The Page Info Section should include the following helpful information about the project: Website Address, information about when the project was launched, Project's Mission & Benefits, Phone number / Email address. This information will appear on the history timeline to the right of the page's feed and as an update at the very bottom of the main feed.
- **Page Collaborators.** There is the option to create an administrative team for Facebook Page, whose members should have one of the following roles:
 - ✓ **Admin** – Complete and total access to everything (creators are admins by default)
 - ✓ **Editor** – Can edit the Page, send messages and post as the Page, create Facebook ads, see which admin created a post or comment, and view insights.
 - ✓ **Moderator** – Can respond to and delete comments on the Page, send messages as the Page, see which admin created a post or comment, create ads, and view insights.
 - ✓ **Advertiser** – Can see which admin created a post or comment, create ads and view insights.
 - ✓ **Analyst** – Can see which admin created a post or comment and view insights.

To add collaborators, go to the page settings and the “Page Roles” section. It is then possible to type in the name of any Facebook friend or person who has liked the page. Alternately, one can type in an email address associated with a Facebook account.

Facebook Page Objectives

The objectives of the Facebook page are the following:

- To attract new contacts ('friends')
- To provide a platform of communication between the partnership and all interested parties
- To facilitate the online dissemination of brochures, press-releases, events and conferences

Facebook Page Content

Facebook should be used as an addition to BIGDATA4RIVERS web page, as a network for sharing different types of content (text, videos, links, images etc.) and this content can be re-shared on other relevant network pages. The Facebook page should include both the BIGDATA4RIVERS and INTERREG EUROPE logos, information

about the project, events and conferences, and links to the website and all other social media accounts of BIGDATA4RIVERS and INTERREG EUROPE.

Content Managers Tasks:

- Monitoring of the Facebook Page on a daily basis
- Uploading of news, information (project outcomes, events, meetings etc) responded to the respective target groups.
- Administrating questions and requests
- Creating news according to the Projects' path

3.2.3.2 Twitter Account (In case Twitter will be used)

Twitter is a micro-blogging service for publishing short text messages (up to 140 characters) and interacting with other users through web browsers or through desktop and mobile phone clients. The Twitter account is set up with the aim to attract new followers, facilitate the communication between the project and its followers and disseminate information about brochures, e-newsletters, press-releases and events and conferences. Contribution from every partner is essential.

Twitter Account Information

The BIGDATA4RIVERS Twitter account will be developed, according to the following instructions:

- Name of BIGDATA4RIVERS Account: It will be based on the project acronym. Proposed name: @BIGDATA4RIVERS_project
- The Twitter account will be set up from the BIGDATA4RIVERS e-mail account.
- The Twitter account will be updated regularly, since all Twitter accounts that have not been updated for six months are considered inactive and can be removed automatically.
- The account's avatar will follow the directives of the INTERREG EUROPE visual identification guidelines and use the BIGDATA4RIVERS logo provided by the INTERREG EUROPE.
- The Twitter account will include a link to the project website and the LinkedIn page
- A brief description will be included in the Profile section of the BIGDATA4RIVERS Twitter account providing information on the aims, activities, outputs and expected results of the project. It will not exceed 500 characters.

- The design colours of the BIGDATA4RIVERS Twitter account will be based on the colouring of the BIGDATA4RIVERS logo.

Twitter Account Content

- Tweets will be written mostly in English. They can also be written in the other languages of the BIGDATA4RIVERS partnership, as long as the partner posting them simultaneously provides an English translation. As for retweets, they will be kept in the original language of the tweet.
- Reproduction of news published mainly in BIGDATA4RIVERS Website & Facebook Page

Twitter Account Content Manager's Tasks

- Those in charge of managing the BIGDATA4RIVERS Twitter account will be responsible for the contents posted on the account, for the resulting conversations and for retweeting relevant contents.
- To maintain Twitter's social network, content needs to be published regularly but not excessively.
- Contents, comments and responses will be managed manually, which also allows identifying spam and/or spammers.

3.3.3.3 LinkedIn Page (In case LinkedIn will be used)

LinkedIn is a platform for professional interaction in which users can exchange experiences to improve their work outlook and networking practice. The objective once again is to attract new members, facilitate communication among members and disseminate brochures, e-newsletters, events and conferences. The LinkedIn page will contain the BIGDATA4RIVERS Logo, information about BIGDATA4RIVERS project and the consortium, events and conferences, the BIGDATA4RIVERS website and other social media pages, and a reference to the INTERREG EUROPE and its website and social media pages. The LinkedIn page will be developed according to the following instructions:

LinkedIn Page Content

- The LinkedIn page will allow for the creation of groups that will share summarised information about the aims, activities, outputs and results of the BIGDATA4RIVERS
- The LinkedIn page will include a summary of the aims, activities, outputs, results and events of the BIGDATA4RIVERS project.
- The LinkedIn page will include links to the BIGDATA4RIVERS website and the BIGDATA4RIVERS Twitter account.
- Posting contents on the LinkedIn page will be partially automated by means of feeds (via RSS) of the contents published in Twitter.
- Reproduction of news published mainly in BIGDATA4RIVERS Website & Facebook Page

LinkedIn Page Content Manager Tasks

- The LinkedIn page will be updated regularly with content based on the course of actions of the BIGDATA4RIVERS project,
- To safeguard the page from saturation, it is recommended to manually publish headlines or information related to the project. In this way, specialised content can be provided to the group's users.

3.2.4 e-Newsletters

The e-newsletters will be issued on a periodical basis and will be circulated by all partners in their target group e-mail lists, which will have previously been audited for their compliance with GDPR regulations. It is expected that 4 issues of e-newsletters will be disseminated containing the basic BIGDATA4RIVERS messages, key outputs and activities & events. The e-newsletters will contain the BIGDATA4RIVERS and INTERREG EUROPE logos, information about the BIGDATA4RIVERS project and its objectives, information about the consortium, target groups, important and recent results, and the BIGDATA4RIVERS and INTERREG EUROPE website and social media pages. The e-newsletter will be developed in a .pdf form in English. The preparation of the e-newsletters will take place according to the following instructions:

- The BIGDATA4RIVERS e-newsletters will be appealing and easy to read.
- The layout of the BIGDATA4RIVERS e-newsletters will be consistent throughout the project and will be adapted to INTERREG EUROPE brand identity guidelines.

3.2.5. Online (e-mail) campaigns

One of the key external communication activities of BIGDATA4RIVERS is the online dissemination in order to promote project's outputs and results. E-mail distribution lists will be compiled to ensure that the e-mails will be addressed to the appropriate receivers. Each e-mail distribution list will be developed by taking into account the following:

- The communication objective that the e-mail aims to promote
- The corresponding target groups
- The BIGDATA4RIVERS outputs that have to be developed
- The most recent BIGDATA4RIVERS results and achievements
- The EU GDPR restrictions and guidelines (e-mail campaigns should not be conducted without a prior audit of e-mail lists on the part of every organisation participating in the project)

E-mails must contain the BIGDATA4RIVERS and INTERREG EUROPE logos, links to their websites, and information about the project, consortium, and programme. They should provide information on the objectives and their achievement and announcements about major events or activities. Project partners must obtain explicit **consent** for contacting individuals (including individuals within organisations).

3.3. Printed Communication & Offline Material

3.3.1 Poster

At the beginning of BIGDATA4RIVERS, each project partner has to place at least one poster with information about the project (minimum size A3) in their premises, including a reference to the financial support from the ERDF, at a location readily visible to the public, such as the building lobby or entrance, according to INTERREG rules.



The poster needs to stay visible for the whole duration of the project. A roll up will similarly be developed for use at events, etc.

BIGDATA4RIVER partners are allowed to:

- Edit the Poster content, following the project colours and the brand identity guidelines (defined by INTERREG EUROPE)
- Translate the Poster Content
- Add their Logos
- Adapt the Poster in the appropriate format (.eps, .jpeg etc) for electronic use as well (website, social media channels etc)

However, project's partners are not allowed to remove compulsory information from the Poster.

3.3.2 Brochure

The Communication Team will design the BIGDATA4RIVERS brochure, so that it can be deployed in the web, and distributed at project events, 3rd party events and partners' networking activities.

Brochures Guidelines

The BIGDATA4RIVERS brochure will be developed along the following lines:

- It will highlight the aims, activities, outputs and expected results of the BIGDATA4RIVERS project.
- It will focus on the intended results of the action, not financial and administrative details.
- The text will be short, clear and simple.
- It will use images and photographs, if possible, to promptly illustrate the scope of the project.
- It will be produced both in hard-copy and electronic form, to be distributed in-person, and through e-mail and the BIGDATA4RIVERS website and social media pages.
- It will incorporate the basic elements of BIGDATA4RIVERS visual identity, as defined in this document.
- It will necessarily include project and contact details.
- It will implement the brand identity rules defined by INTERREG EUROPE

- It should be adapted in the appropriate format (.eps, .jpeg etc) for electronic use as well (website, social media channels etc)

Distribution:

Each partner will print and distribute in its own territory the number of copies foreseen in the proposal budget. The brochures will be distributed in:

- Partner's Headquarters
- Area of Events, Workshops and Meetings
- Local, Regional and National Public Authorities

3.4 Public Relations Strategy & Corporate Communication

3.4.1 PR Strategy Objectives

Further to the general communication goals, PR Strategy or BIGDATA4RIVERS has the following objectives:

- Achieving high media coverage concerning project's objectives and outcomes
- Strengthening the relationship with the Media
- Creating a positive attitude of the Media towards the project
- Maintaining the interest of the Media about project's objectives and benefits

3.4.2 Press Releases

One of the most important communication activities of BIGDATARIVERS is the information provided to general public about project's activities and achievements. The main tool is the issuing of a number of press releases. Press releases are subject to the same requirements as with all other communication material regarding its visual branding identity.

All press releases will be drafted and prepared in English. They will be translated by BIGDATA4RIVERS partners in their own language and issued in their region and country.

Press Releases potential content

- Create news based on project information: scope, activities, objectives, potential benefits
- Participation to events
- Seminars & Workshops organized by INTERREG EUROPE or relevant institutions

Press Releases guidelines

Drafting and preparation will take place according to the following guidelines:

- All press releases will present in a clear, concise, and easy-to-read way themes related to the progress of activities of the project.
- If a press release presents the results of a dissemination/networking event or consultation process, the press release should include the names of key speakers in the events and/or consultation processes.
- All press releases will be dated at the top and will also indicate when the information may be released. Generally, journalists prefer to be able to use the release immediately; hence 'For immediate release' will be written at the top of the document, unless otherwise specified by the communications plan. In this case, a simple expression such as 'Not to be used before dd/mm/yyyy' will be included at the top of the document.
- All press releases will incorporate the logos of the partner issuing the release, BIGDATA4RIVERS project and INTERREG EUROPE
- All press releases will contain the following in order to be newsworthy:
 - a) a heading
 - b) a strong leading paragraph summarising the essential facts
 - c) the main body of the story
 - d) quotes
 - e) some background information
 - f) contact details for further information
- All press releases will utilise a font of size 10-12, and be kept to the size of an A4 page, unless it is absolutely necessary to use more space. If it is longer, 'more follows' will be written at the bottom of every subsequent page.
- At the end of all press releases 'End' will be written. After 'End', the press release will provide the name of at least one person whom the journalist can contact for further information. Where possible, both a work and a home telephone number will be provided.

Press Releases Execution Plan

A) Preparation

- Composition of a press releases time plan. Potential time:
 - ✓ Before a project activity, event etc
 - ✓ After a project activity, event etc
 - ✓ After an achievement of a specific project outcome
- Use of the letter template designed by INTERREG EUROPE
- Creation of a recipients database (journalists, media, TV Channels, newspapers, Public Authorities, NGOs etc), including Name, Surname, Brand Name, phone number, fax number, contact person
- Send the Press Release to the Recipients database
- Follow Up

B) Distribution

- Journalists database
- Upload to www.interregeurope.eu/bigdata4rivers website
- Upload to www.interregeurope.eu home page for more visibility
- Upload to partners websites
- Share through social media channels

C) After the Press Releases

- Analysis and summary of the media stated the Press Release
- A Press Folder (physical and electronic format), consisting of the Press Releases and a summary there-of, will be made

3.4.3 Media Relations & Other PR Activities

Further to the Press Releases, media coverage could be achieved through the following actions:

- Participation to publications
- Project partners' interviews about the BIGDATA4RIVERS scope, benefits & outcomes
- Strengthening the relationship with the Media with media lunches, one-to-one meetings etc

3.5 Event Marketing

Further to the other communication channels, partners have to organise meetings and participate in own and 3rd party events to promote the objectives of BIGDATA4RIVERS. Organising and/or participating in events must always support a specific communication objective and bring partners into contact with relevant target groups. In general, when the project decides to organise a public relations activity, the success of the activity/ event depends on a clear understanding of its purpose and of the target group it aims to reach.

BIGDATA4RIVERS partners are encouraged to develop communication and collaboration with other projects working on similar issues and pool resources for organising of their public relations activities when deemed relevant, as long as the BIGDATA4RIVERS project communication objectives are not compromised. This can increase the project's visibility and also reduce costs.

3.5.1 Events organized by BIGDATA4RIVERS partners

BIGDATA4RIVERS has scheduled the organisation by the partners of dissemination events to engage with their target groups and convey the project's messages in order to reach the project and communication objectives.

Objectives

All dissemination events have a specific communication objective and relevant target groups, as suggested by the communication strategy. It is estimated that 4 events per year will be take place on average.

In particular, the main purposes of the BIGDATA4RIVERS Events (Conferences, Meetings etc) are:

- Disseminate the project results to the target group as wide as possible
- Ensure the continuous support of relevant stakeholders for the exploitation of the lessons learnt from the project in their region, beyond the project lifecycle.
- Exchange / trasfer experiences and share knowledge and best practices among partners
- Promote capacity building and policy learning

Type of Events

- Info Days
- EU conference
- Interregional workshops
- Annual Project Events
- One high-level event at the project's end
- Seminars to help with the project implementation Trainings
- Online seminars (webinars)
- Workshops for Lead partners/ project partners

Even though these events have a different nature compared to public relation events, which are aimed exclusively at disseminating project information and results, they are deemed relevant for the project's communication strategy, having the potential to increase the visibility of the project and trigger the interest of an extensive range of target groups. During events, BIGDATE4RIVER partners have to ensure they adhere to the same branding visibility guidelines as previously mentioned. The INTERREG EUROPE project logo set has to be used on any agendas, list of participants, related hand-outs and presentations.

3.5.1 Participation to events organized by third parties

Partners are encouraged to participate in external, third-party events (as a speaker or an exhibitor) organised by other bodies on similar issues, in order to relate directly with target groups members. Projects should look for people who would endorse the project and work for it as ambassadors and relay further information.

Objectives

- Meet face-to-face with key stakeholders and other target audiences
- Improve personal interaction, and community building with targeted audiences from the regions, countries and broader EU
- Promote project's scope, activities and outcomes to relevant stakeholders and policy makers
- Establish synergies, networking, lobbying and reaching a wider audience.
- Improve even more the visibility and publicity of BIGDATA4RIVERS.

Type of Events

- National Information Days
- Conferences
- Policy learning platform events
- Events organized by European institutions
- European cooperation day

An indicative list of forthcoming third-party events to be held in the countries of the consortium will be drafted upon consultation with the project partners and will form part of the final version of the communication plan.

3.6 Promotional Material & Gifts

Promotional material such as bags, pens, notebooks, USB sticks, etc., are ineligible for funding, unless they are needed for a very specific communication activity to be clearly explained and justified. Should the project's partners wish to produce such material as communication tools, prior approval by INTERREG EUROPE is necessary.

3.7 Internal Communication

Day to day internal communication is a main pillar for the organizational functions of any project, to reach project goals and organize communication channels and tools among partners.

Internal Communication objectives:

- Sharing of the main goals of communication and dissemination activities
- Successful exchange of information, data, updates regarding the organization of project operational activities, advances and results.

Internal Communication Tools

- Online



- ✓ e-mail
- ✓ Telephone
- ✓ Skype calls/meetings (according to project needs)
- ✓ Presentations

- Offline
 - ✓ Physical meetings

4. Project Management of the Communication Plan

4.1 Summary of Communication Channels, Tools & Materials

According to the above analysis, BIGDATA4RIVERS uses several communication channels in order to achieve business and operational objectives, reach target group and maximize impact. For maximizing project's performance and effectiveness, each target group should be reached through the most appropriate channel. The following table summarizes the communication and dissemination tools and materials to be developed:

Communication Channel	Objective	Communication Activities	Target group
Digital Strategy			
BD4R Website	BD4R official website hosted in the INTERREG EUROPE programme website	Preparation and updating of the project website's content, website updates, information sharing, translation by all partners (when necessary)	All Target Groups
Facebook Page	<ul style="list-style-type: none"> The BD4R official Facebook page to attract members and to diffuse news about the project 	<ul style="list-style-type: none"> Posts Uploading Links to BD4R website and INTERREG EUROPE Programme website 	General Public
Twitter Account	<ul style="list-style-type: none"> The BD4R official Twitter account, to exploit Twitter's instant messaging facility as a major communication instrument 	<ul style="list-style-type: none"> Posts Uploading Sharing information posted on BD4R website & other social media chanel 	<ul style="list-style-type: none"> General Public Public Authorities Policymakers
LinkedIn Page	<ul style="list-style-type: none"> The BD4R official LinkedIn Page with relevant connections 	<ul style="list-style-type: none"> Posts Uploading Sharing information posted on BD4R website & other social media chanel 	<ul style="list-style-type: none"> Public Authorities Policymakers SMEs Business support organisations

Communication Channel	Objective	Communication Activities	Target group
Digital Strategy			
e-Newsletters	Electronic version to be distributed extensively via e-mail & uploaded on project website & social media	Design and writing of the promotional material	<ul style="list-style-type: none"> ▪ General Public ▪ Project Stakeholders ▪ Public Authorities ▪ Policymakers ▪ SMEs ▪ Business support organisations ▪ NGOs
e-mail campaigns	Email distribution list with all important stakeholders of BD4R project	Development and distribution of email lists (subject to GDPR restrictions)	<ul style="list-style-type: none"> ▪ Project Stakeholders
Printed & Offline Communication Material			
Poster	Official BD4R posters to be displayed in events and PPs' organisations premises	Adaptation of INTERREG Poster, following the graphic design rules	<ul style="list-style-type: none"> ▪ General Public ▪ Project Stakeholders ▪ Public Authorities ▪ Policymakers ▪ SMEs ▪ Business support organisations
Brochure	The official BD4R brochures, to be used for extensive dissemination purposes	Design & development	All Target Groups
PR Strategy & Corporate Communications			
Press Releases	Electronic versions of press-releases, to be distributed extensively via e-mail	Design and writing of the content	<ul style="list-style-type: none"> ▪ General Public ▪ Public Authorities ▪ Policymakers ▪ Business support organisations ▪ Mass Media
Event Marketing			
Meetings and events organisation	Organisation of meetings and events		All target groups
Participation to third party events	Participation to third party events		All target groups

Internal Communications			
Skype, SLACK, e-mails, phone calls	Sharing information	Online channels (Presentations, emails, phone calls and Skype), Offline Channels (Physical Meetings)	<ul style="list-style-type: none"> ▪ Project Stakeholders ▪ Project Management Team

It worth mentioning that BIGDATA4RIVERS partners will translate the respective materials (e.g. e-newsletters, press-releases) into their national languages in order to reach the maximum number of relevant stakeholders and target-groups.

Given the communication strategy and the tools and materials selected and presented above, partners will disseminate the project outputs and results via the channels foreseen in the application form.

4.2 Communication Manager

In order to optimizing communication results, a Communication Manager (CM) should be undertake the respective tasks. The CM will have the responsibility of supervising:

- The development, the implementation and the update of the Communication Strategy
- Day to day internal & external communications
- BIGDATA4RIVERS online and offline materials (as analyzed in this paper)
- Compliance of project communications with GDPR regulations
- The measurement of communication strategy performance

The communication management arrangements outline the supervision model that will be utilised to successfully implement the communication and dissemination strategy. CM will be in charge of the evaluation of communication activities both in quantitative and qualitative terms. The CM will be requesting evidence from partners on the reach and quality of activities through relevant forms. In case of shortfalls, the CM will propose remedial actions. The CM should be an experienced and qualified communication professional.

4.3 Reporting & Evaluation of the Communication Strategy

The evaluation of communication activities is taking place based on the communication objectives and the relevant KPIs (result indicators) that have been defined (result-oriented approach). The evaluation process will be monitored internally by the CM.

Objectives of the Evaluation Process

- Monitoring the communication process according to the KPIs and taking corrective actions where possible and necessary
- Presenting to what extent the communication strategy is having an impact on project implementation or what corrective actions have been taken to improve the strategy.
- Ensuring accountability regarding the resources dedicated to communication
- Being able to demonstrate, and quantify the effectiveness of communication.

BIGDATA4RIVER partners should bear in mind that the progress of the communication strategy will be a subject to review in the course of project meetings. This means that this Communication Strategy and Plan will be reviewed and updated as needed, as the project proceeds.

The core tools for the evaluation of the Communication Strategy are:

- Communication Reports
- Implementation Reports
- Progress Reports
- Performance Reviews
- Progress of each KPI