



European Union  
European Regional  
Development Fund

## **INNO PROVEMENT**

### **Communication strategy**

Translating Industry 4.0 to improved SME policy instruments targeting innovation

Project code: PGI05280

Update: November 2020

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## **1. Methodology and note related COVID-19**

This document is the communication strategy of the INNO PROVEMENT project. The document presents communication objectives, target groups and communication messages. It includes the communication tools and channels partners use to reach target groups. Moreover, the communication strategy includes the action plan of communication activities, related budget and evaluation of communication activities. The communication strategy covers both phases of the project.

Cornerstones of the communication strategy have been laid down in the application form of INNO PROVEMENT, however the communication strategy was completed only in Period 5 (August 2020). The primary reason for the delay is that the lead partner had intended to procure an external communication consultant for the delivery of various communication tasks including this strategy, however the procurement failed to go through for a long time partly due to internal organisational reasons partly due to unsuccessful tendering. At last, a communication consultant was contracted in July 2020, by whom a draft was prepared. The draft was circulated among project partners for comments and was then finalised by the lead partner.

As stated above basics of the communication strategy have been worked out and agreed by the partnership in the application phase. Partners have agreed on communication objectives, target groups and activities during the preparation phase. The communication strategy is refined and expanded with exact technical content and an action plan in this document with particular regards to impacts of COVID-19.

The belated delivery of the communication strategy gave the opportunity to reflect on the impacts of COVID-19 with regards to communication. COVID-19 has a significant impact on the implementation of the project and requires a different approach also from communication point of view.

A lot of communication activities are in progress or have been finished until the delivery of this communication strategy. These are listed at relevant sections of the strategy.

The communication strategy covers internal and external communication.

The communication strategy will be monitored regularly by the lead partner and will be updated if needed.

## 2. INNO PROVEMENT Project summary

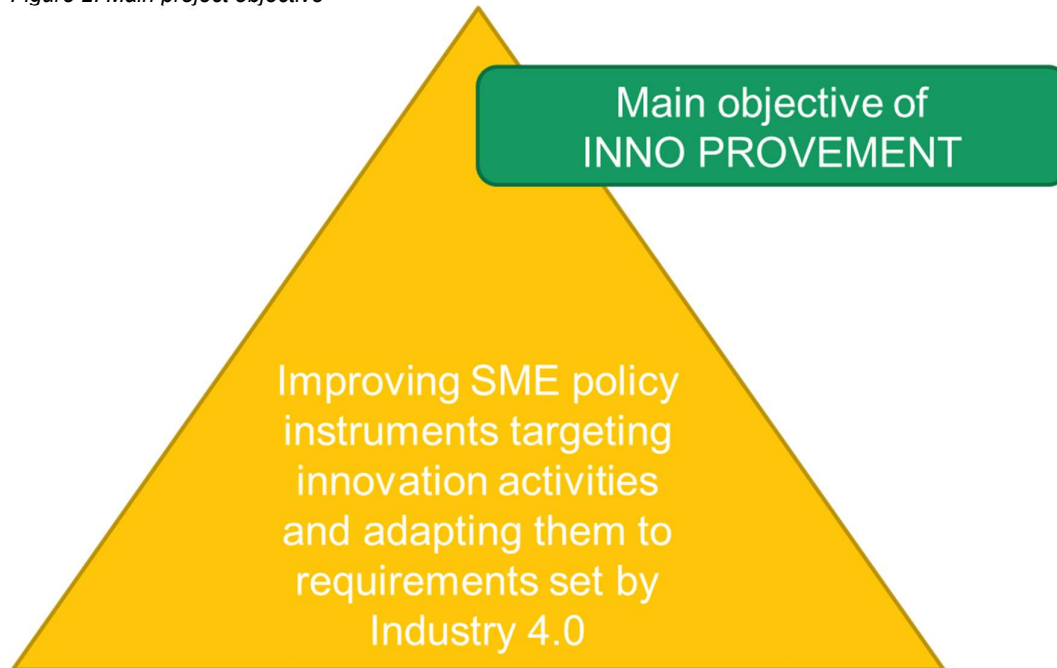
Figure 1: Basic project data

Project title	<ul style="list-style-type: none"><li>Translating Industry 4.0 to improved SME policy instruments targeting innovation</li></ul>
Duration	<ul style="list-style-type: none"><li>Phase 1: June 2018 – May 2021</li><li>Phase 2: June 2021 – May 2023</li><li>Altogether 60 months</li></ul>
Budget	<ul style="list-style-type: none"><li>Total project budget: EUR 1,767,677</li><li>ERDF funding: EUR 1,481,043.45 (funding rate: 84%)</li><li>Contribution of partners: EUR 286,633.55</li></ul>
Partnership	<ul style="list-style-type: none"><li>8 partners</li><li>7 Managing Authorities and/or Intermediary Bodies</li><li>1 advisory partner</li></ul>
Funding programme and programme specific objective	<ul style="list-style-type: none"><li>Interreg Europe</li><li>Improving innovation delivery policies</li></ul>

Industry 4.0 (I4.0) affects innovation activities of companies throughout Europe to a dynamically increasing extent. Failing to turn production or service provision adapted to I4.0 results in losing clients and markets. In our project they are primarily SMEs that we intend to assist so that they can better address the challenges this new paradigm imposes to increase their competitiveness.

Partners' experience suggests that policy instruments (PIs) targeted to SME innovation often struggle to support I4.0 related projects efficiently. With 8 partners from 5 regions INNOPROVEMENT aims at improving SME PIs targeting innovation activities and adapting them to requirements set by I4.0. This overall objective will increase the share and number of SMEs successfully implementing I4.0 related innovation projects in the partners' regions and countries.

Figure 2: Main project objective



7 thematic issues are explored by partners through intense experience exchange:

- 1) Innovation in software development;
- 2) Effectiveness of public money used to support industrial R&D under I4.0;
- 3) Introducing I4.0 to traditional industries;
- 4) Definition of I4.0 public policy initiatives;
- 5) Adjusting calls to I4.0 requirements;
- 6) Market price assessment methodologies;
- 7) Definition of an I4.0 maturity evaluation matrix.

Sharing transferable good practices from these 7 thematic issues is central among project activities. Using the outcomes partners elaborate action plans to improve their PIs. Improvements of the addressed PIs (mainly calls for proposals) will take place primarily at the level of management of the instruments.

The composition of the partnership contributes substantially to durability of project results since the 7 action plans will be elaborated by MAs and IBs directly responsible for the management of the addressed PIs. INNPROVEMENT's approach ensures 4 levels of learning.

### 3. Communication objectives

The communication strategy is designed to assist INNO PROVEMENT partners in communicating effectively and thereby in achieving core objectives of the project. Partners have agreed on communication objectives, target groups and activities during the preparation phase. During implementation, the partnership has confirmed these communication objectives and so there was no need for changing them.

The following four communication objectives have been agreed and set by project partners:

- 1) Persuading key stakeholders (primarily policy making bodies) that proposed actions and measures in the action plans contribute to enhanced success of the addressed policy instruments and so key stakeholders will cooperate and participate in implementing the regional action plans in Phase 2**

This is the first and most important communication objective. The communication objective contributes significantly to the ultimate goal of the project, which is the flawless implementation of action plans. Even if the partnership is quite unique since it comprises managing authorities and/or intermediary bodies responsible for implementing the policy instruments they had addressed, they need to work together with further policy making bodies so that changes in the respective action plans are designed and carry out without major difficulties. Once these policy making bodies are involved early on and take part actively in the project and in elaborating the action plan, the risk of failure in implementing the action plan is significantly reduced.

- 2) Changing the mindset of MA/IB personnel for a confident management of Industry 4.0 innovation projects**

This communication objective contributes mainly to an organizational level learning at our project partners. To an extent the project stems from the perception that MA/IB staff is not confident and/or experienced enough in designing programmes and calls under the I4.0 domain or handling SME projects related to Industry 4.0. The practices and examples that project partners share and discuss in INNO PROVEMENT may help each other in increasing their knowledge and confidence in managing related programmes and projects. Therefore, it is important that learning from the project reaches various teams, departments and units at our project partners let them be liable for designing calls, selecting, contracting, monitoring or reimbursing projects.

- 3) Awareness raising of SMEs/potential beneficiaries and encouraging them to implement I4.0 projects**

The addressed policy instruments in INNO PROVEMENT target mainly SMEs. The improvement of these policy instruments shall bring along that SMEs are better served with these policy instruments than before and we want that SMEs know about these improvements. Beyond that the partnership intends to encourage SMEs to introduce Industry 4.0 solutions at their business operations.

#### 4) Disseminating knowledge to concerned MAs/IBs beyond the partnership and to concerned EU level representatives

Our results are relevant for MA/IBs beyond our partnership that target SMEs with their policy instruments related to Industry 4.0. We would like to share our results with these organisations so that they have the opportunity to study our findings and if they find them useful and transferable, they can introduce them. Beyond that we trust that our results may be interesting to EU level representatives and may provide input for the design of future programmes in the field. Through this communication objective we mainly aim at reaching an external level of learning.

Figure 3: Communication objectives



The communication strategy covers both Phase 1 and Phase 2 of the project. The approach to communication is different in the two phases according to the nature of project activities in Phase 1 and in Phase 2:

- As for Phase 1, the strategy stresses the involvement of stakeholders in shaping the action plan by sharing experience, exploring good practices and giving feedback on

potential changes. Parallel to that, informing stakeholders on project development and project results goes on, too.

- As for Phase 2, the strategy focuses on informing stakeholders on the implementation of the action plan.



## 4. Target groups

In this chapter the four key audiences are presented with which we intend to communicate during the project. Like our communication objectives, target groups had been defined during the application phase by the partnership. The following target groups were identified for INNO PROVENT:

1. **Target group No. 1: Regional/national level policy making bodies** with authority to programme, to design or to influence calls under the policy instruments for the implementation of which our project partners are responsible. Even if MAs/IBs are directly responsible for the management of the policy instruments and we focus on such improvements on the introduction of which MAs/IBs can decide, changes cannot be effectively managed alone, it needs the support of other stakeholders and particularly of policy making bodies.

This target group is a prominent part of the local stakeholder group in the case of involved countries/regions. The regular meetings of the local stakeholder groups involve regional/national level policy making bodies in the knowledge exchange and in the elaboration of the action plans. These ensure that such action plans are delivered by the end of Phase 1 that are in line with policy making bodies' perspectives. Beyond the local stakeholder group meetings, the target group will be directly involved in the analysis, the transnational knowledge exchange and in the action plan development. The recommended form of involvement during the analysis phase is interviews or focus groups with concerned representatives of the policy making bodies.

Budget has been allocated to take colleagues of policy making bodies to the transnational knowledge exchange and action planning meetings (both dissemination and thematic meetings).

Beyond that, action planning will go on with the personal involvement of policy making bodies and drafts will be sent to them for remarks in repeated rounds. The results of the regional assessments, the Joint Analysis Report, the Knowledge Exchange Catalogue as well as the experience from the policy learning platform events will be communicated and shared with the target group.

The kick-off event in Phase 1 and the final dissemination event in Phase 2 are particularly dedicated to this target group.

2. **Target group No. 2: MA/IB personnel** involved in the management of the addressed policy instrument at INNO PROVENT partners. As usual distribution of work they have their specific tasks like designing calls, setting parameters of calls, assessing project proposals, contracting officers, monitoring officers, financial officers, internal audit officers. As such they will be responsible for daily implementation of measures and practices that will be defined in the Action Plans.

It may sound as a simple communication objective to change the mindset of the MA/IB personnel but it will be a challenge to implement it. Changing mindsets takes long time

and requires a coherent approach. Relevant thematic outputs of the project will be delivered in local languages and transformed/developed to tailor-made local dissemination tools that MA/IB colleagues can effectively use during the daily work (indicative examples: collection of easy-to-digest cases on judging the innovation content of software development projects, market price assessment handouts, smart parameters for designing calls, a pilot I4.0 project evaluation matrix, etc.). These new tools will be supported by customized training materials. Some of these tools will be delivered already during the knowledge exchange activities following the TTMs (the ones that are easy to transfer and to introduce locally).

Beyond that colleagues will be involved in the analysis phase (recommended methodology: interviews, focus groups, surveys) and these colleagues will be a very important source for delivering good practices from their daily operations that may be transferred to other partners.

Representatives of the MA/IB personnel will be invited to TTMs.

Furthermore, they will continuously be involved in the action plan development since the planned changes in the management of the instruments will affect their daily work afterwards.

The audiovisual communication tools will be of great use for them, as well.

- 3. Target group No. 3: SMEs, companies, clusters** as applicants/potential beneficiaries of the addressed policy instruments of INNO PROVEDMENT partners. They are the ones that submit I4.0 project proposals to our calls and get funding for implementation and with their successes contribute to the success of the policy instruments that we manage. The target group forms “the clients” for the MAs and IBs: eventually INNO PROVEDMENT aims at serving our clients better through our policy instruments.

This target group will get primarily involved in the activities via the representatives of associations and clusters (gathering the final beneficiaries, SMEs and businesses) who will be members of the local stakeholder groups. These group members are invited to participate in the local stakeholder group meetings and represent the views of their members regarding the respective topic based on prior consultation with their membership.

Furthermore, local stakeholder group members will be requested to roll out project results and channel messages to businesses and SMEs. Beyond that, during the analysis phase, SMEs will be involved also directly in the activities (recommended method: SME surveys). In the knowledge exchange stage, we intend to invite beneficiaries with their down-to-earth experience to the Stakeholder’s Brunch of TTMs. This target group will play an important role also in the action plan development phase as representatives of the local stakeholder groups will channel comments and feedback of the final beneficiaries especially regarding the planned actions and measures.

Furthermore, the integrated INTERREG Europe website, the audiovisual content, the project e-newsletters and the social media appearances will partly focus on this target

group. The printed brochures, published thematic articles and press releases in the partners' languages will also address them.

4. **Target group No. 4:** INNO PROVEMENT partners are convinced that the topics and issues discussed in this project and the tools and improvement measures that we will develop will be of high relevance to **other MAs/IBs beyond the partnership and to relevant EU level representatives**. The target group is important to us since it helps lever our results and contribute to the transferability of our outputs.

The target group will be reached through the integrated INTERREG Europe website, the audiovisual content, the project e-newsletters and the social media appearances. Printed brochures, published thematic articles and press releases will also reach this target group. They are an important target group of the final dissemination event in Phase 2. Representatives of MAs/IBs beyond the partnership can attend the LSG meetings in Phase 1.

For capitalisation purposes partners (particularly MoF) will participate in thematically linked transnational project events and representatives of such projects will be invited to INNPROVEMENT's events.

MoF will participate in relevant policy learning platform events.

Our target groups have different characteristics and so they need tailored approach. They are important either because they have a high influence on project outcome (Regional/national level policy making bodies, MA/IB personnel) and/or because they could be interested in project results (SMEs, companies, clusters and other MAs/IBs beyond the partnership and to relevant EU level representatives). Communication objectives are target group specific that is each communication objective relates primarily to one target group as indicated in the graph below.

Figure 4: Communication objectives and target groups



## 5. Communication messages

The communication strategy provides key messages for the four target groups of INNO PROVENT. Key messages are the most important information that we want our target groups to be aware of. The communication messages are tailored to each target group. INNO PROVENT focuses on a niche subject with very specific target groups that have good background to understand the learnings from the project. The only exception to some extent is target group of SMEs, for which we tried to formulate simple messages that are “jargon free” and easy to understand for non-experts.

**Target group No.1:** Policy makers with authority to programme, to design or to influence calls with regards to the addressed policy instruments under the policy instruments for the implementation of which our partners are responsible:

1. Through international experience exchange we are improving SME policy instruments related to Industry 4.0 with which you work. We invite you to share your experience, participate actively in shaping the addressed policy instrument and help implement the action plan.
2. We explore a lot of interesting good practices from European peers, join us in exploring the good practices or get to know these good practices from us

**Target group No.2:** MA/IB personnel involved in the management of the addressed policy instrument at INNO PROVENT partners

- We are improving SME policy instruments related to Industry 4.0 with which you work on a daily basis. We bring you methods and tools that you will be able to use during your work.
- Your experience from our current methods, practices is very important for us, please share your experience.
- Your ideas on potential improvements and your feedback on our proposals is very important for us, please share your ideas and feedbacks.

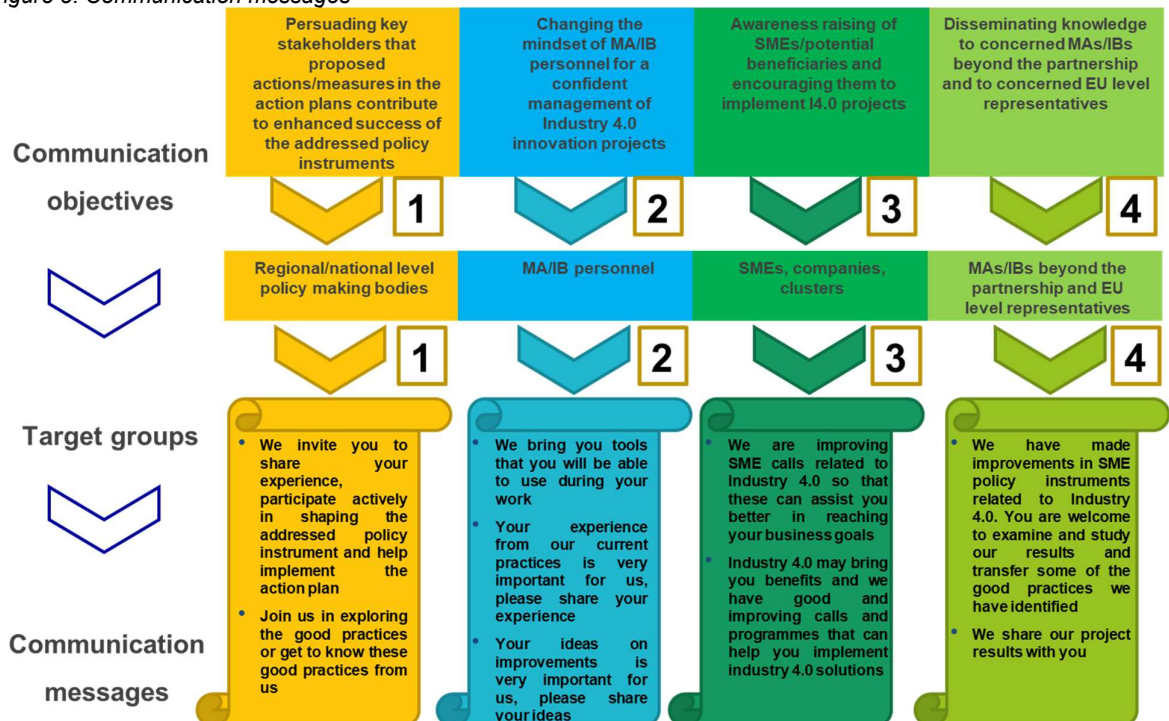
**Target group No. 3:** SMEs, companies, clusters as applicants/potential beneficiaries of the addressed policy instruments of INNO PROVEMENT partners

- We are improving SME calls/programmes related to Industry 4.0 so that these can assist you better in reaching your business goals
- Industry 4.0 may bring you benefits and we have good and improving calls and programmes that can help you implement industry 4.0 solutions

**Target group No. 4:** MAs/IBs beyond the partnership and relevant EU level representatives

1. We have made improvements in SME policy instruments related to Industry 4.0. You are welcome to examine and study our results and transfer some of the good practices we have identified.
2. We share our project results with you.

Figure 5: Communication messages



## 6. Communication tools and channels

In this chapter, we introduce the communication tools and communication channels used at project level and at partner level in INNO PROVEMENT. The partnership pays high attention that communication tools follow the visibility rules set by the Interreg Europe programme.

### Project website

The project website is central in the project's communication activities, it serves as the main source of up-to-date information about the project. Relevant contents that are to reach our target audiences are placed on the website. The website is part of the Interreg Europe portal and follows the same structure and basic design as all other Interreg Europe projects. The project homepage is linked directly to the Programme homepage, this means, among others that news and events published on the project's website will appear as well on the Interreg Europe homepage level, thereby multiplying the reach. The website's language is English. Most of the initial information on the project homepage is transferred directly from the programme's database such as project description, partnership, information about the financing, and other information. The content of subpages is regularly updated (at least once every six months) by the lead partner based on partners' inputs. The website is structured along the following subpages:

- Landing page: it provides a project summary of INNO PROVEMENT
- News: it includes updates about the project's implementation and achievements. The news are listed from newest to oldest in this section.
- Events: project level events are announced in this section and summaries of project events are highlighted here
- Good practices:
- Contacts: it includes contacts to all partners in a unified structure
- Library: relevant digital project level outputs are uploaded in the library (including documents, publications, pictures, videos, etc).

*Figure 6: Project website*



The website is updated both in Phase 1 and in Phase 2. The website is promoted by partners during their project activities with third parties.

#### Newsletter:

Stakeholders receive an electronic newsletter about the most important activities of each period. The newsletter is compiled by the lead partner based on partners' inputs. Each partner sends out the newsletter to its stakeholders. The newsletter is structured respecting the following guidelines:

- Subject line: After the sender the first thing we see is the subject line in the email containing the newsletter. The subject line includes the project name and serial number of the newsletter. Beyond these it is recommended to use some key words from the newsletter so that recipients are more likely to open it up.
- Table of contents: It is essential that the purpose of the newsletter should be clear immediately on, when opening the newsletter. A table of contents could be a good solution for this. It is advantageous if we list the addresses in the table of contents as links that lead the reader to the articles or news directly.
- Unsubscription: Unsubscription should be simple and should work as intended on a clearly visible place. If unsubscription is not possible it can create a negative image about the sender.

Figure 7: Project newsletter



## Newsletter

2<sup>nd</sup> semester – December 2018-May 2019

### Implementation status of our Inno Provement project

The aim of our INNOPROVEMENT project is to improve SME policy instruments targeting innovation activities and adapting them to requirements set by I4.0. This overall objective will increase the share and number of SMEs successfully implementing I4.0 related innovation projects in the partners' regions and countries.

The project based on 7 thematic issues from which two had been discussed but five more is yet to come. These issues are waiting to be explored by partners through intense experience exchange:

- Effectiveness of public money used to support industrial R&D under I4.0; (Czech Republic – March 2019)
- Introducing I4.0 to traditional industries: (Kainuu Region, Finland - June 2019)
- Innovation in software development;
- Definition of I4.0 public policy initiatives;
- Adjusting calls to I4.0 requirements;
- Market price assessment methodologies;
- Definition of an I4.0 maturity evaluation matrix.

If you are interested more in the implementation process, take a look at [our website](#) or follow us on

### Communication templates (project logo set, letter headed paper, ppt template, project poster template)

A communication toolkit was provided by the Programme including project logo set, project poster template, suggested powerpoint template, project website). These will be used actively by partners. The use of the project logo must follow the rules set by the Programme guidelines. Based on these and on the branding guidelines a letter-headed paper template is designed by the LP and the LP upgrade the ppt template. The templates are uploaded in the shared googledrive.

Figure 8: Project logo



Figure 9: PowerPoint template





Following Article 12 (2) of the subsidy contract, the programme does not require a disclaimer to be put on any publication that presents information already present in the application form (eg a flyer presenting the partnership and topic for cooperation). Any publication in relation to the project presenting new content (eg policy recommendations, good practice guides, case studies etc) must state that it only reflects the author's views and that the programme authorities are not liable for any use that may be made of the information contained therein.

### Brochures

Two brochures are produced during Phase 1. Brochures will be available in electronic and in printed version. The design for the brochure is developed by the lead partner. Content is provided by the lead partner and partners. The lead partner delivers ready-to-print brochures to partners. Partners print the brochures locally and distribute them at local project events, or related events.

- The first brochure introduces the project through its objectives and the partnership. Each partner's local contacts are included in the brochure.
- The second brochure puts the focus on project results that are reached during implementation.

Technical parameters of the brochure (number of pages, folding, etc.) will be set during implementation.

*Figure 10: Brochure preview*

**LOREM IPSUM**

In **INNO PROPEMENT** we explore seven thematic issues through intense experience exchange:

- The Effectiveness of Public Money Used to Support Industrial Research and Development under the I4.0
- Introducing I4.0 to traditional industries
- Innovation in software development
- Definition of I4.0 public policy initiatives
- Definition of an I4.0 maturity evaluation matrix
- Market price assessment (call design, project selection, contracting, monitoring, financial settlement)
- Adjusting calls to Industry 4.0 requirements



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Translating Industry 4.0 to improved SME policy instruments targeting innovation

Project code: PGI05280



## Videos

During Phase 1, two videos will be produced. Each video will be 4-minute-long with English narrative and background music including mini-interviews with partners and stakeholders.

- Video 1 focuses on the implementation of the project, completed activities.
- Video 2 focuses on the results of the project.

Videos will be uploaded to the project website, to Youtube and will be promoted by partners through available communication channels.

## Press releases

Each partner will produce two press releases during Phase 1. Press releases are advised to be linked to remarkable project events in Phase 1. Examples to such project events are listed below:

- launch of the project following the kick-off event
- thematic transnational meetings (TTM), particularly in the case of the partner that hosts the TTM
- Regional Action Plan Workshop
- local stakeholder group meetings
- completion of Phase 1 of the project presenting achieved results and planned actions based on completed regional action plans.

Press releases are concise documents using jargon-free language that can be published by media agencies without significant extra work. Press releases are distributed to local media agencies by project partners.

The programme expects all Interreg Europe 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). Therefore, when preparing material for the media (including not only press releases but thematic articles and further materials), INNO PROVEMENT pays special attention to emphasise the name of the project, the Interreg Europe programme and the ERDF. The published articles should contain all three.

### Thematic articles

Each partner publishes two thematic articles in subjects chosen by them. The thematic articles focus on project results or project activities or on issues that are particularly relevant for a project partner and/or for its audience. Thematic articles are published in local languages. The lead partner gives input for thematic articles in English. The thematic article presents its topic in details with language use adjusted to targeted audience. Partners are free to choose its format (e. g. descriptive or interview) fitting their communication objectives.

### Interviews

Partners are advised to make interviews in the subjects of the project. Depending on the subject, interviewees could be project partners themselves, stakeholders, knowledge providers, etc. The interview can be relevant either for the whole partnership or for one partner specifically. Format can be written, audio or video. Publishing can be done through all relevant communication channels either at project level or at partner level.

### Photo documentation

Pictures will be taken on project events and on local events. Photos can introduce special location of developments and bring events closer to people. The pictures will be used in other communication tools to make that tool eye-catching, easy-to-read and interesting.

### Infographics

The infographics presents the project intervention logic and main results. It will be A0 size and will be available in digital and in printed version. The lead partner will design the infographics and will produce 2 printed versions. The infographics will be displayed at project events once it is produced.

### Animated ppt

The animated ppt presents the project intervention logic and main results. It will be produced with English narrative and background music. The ppt will be designed by the lead partner. The animated ppt will be published on relevant communication channels.

### Poster

Partners produce 1 poster (8 altogether) and display the poster at their premises. Design for the poster is provided by the Interreg Europe Programme. Within six months of the approval of the project, 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. The poster template can be modified by the project partners at their own responsibility. The text of the poster can be translated into national languages. The poster needs to stay visible for the whole duration of the project.

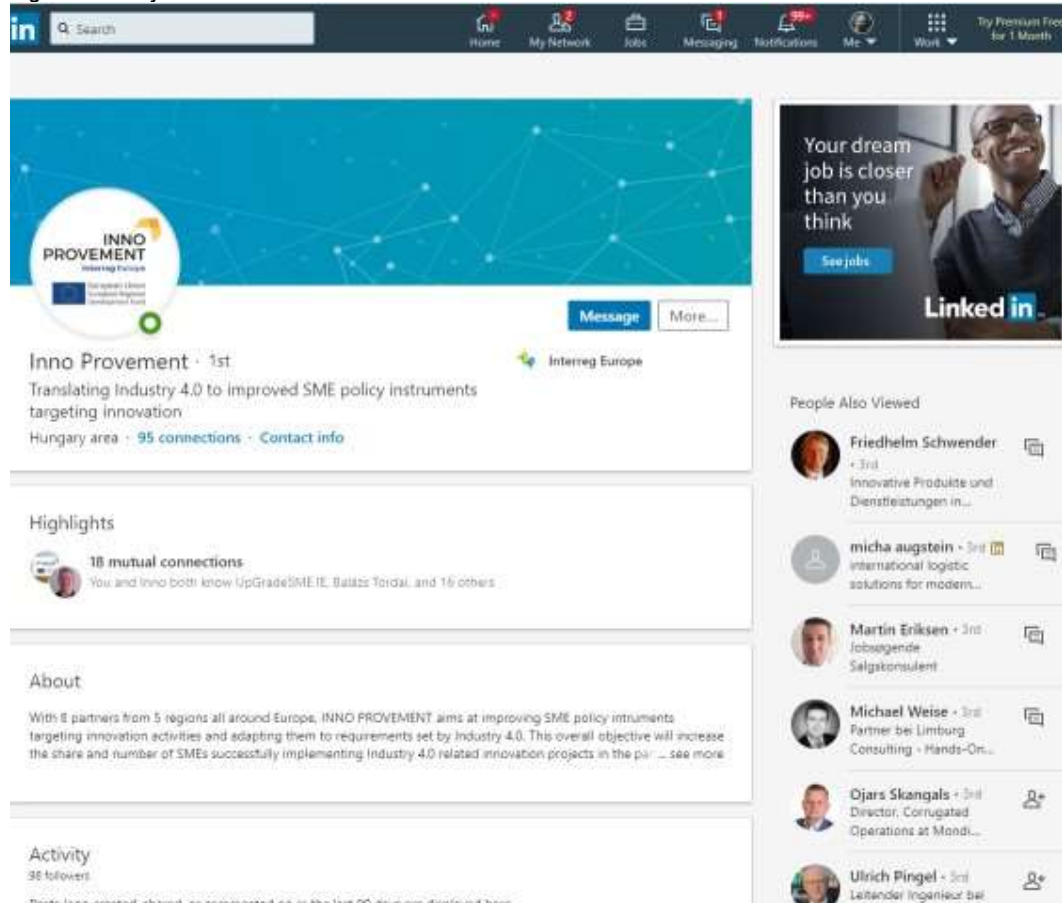
### Roll up

Each partner produces 1 roll up. The roll up is used at project events and at local events. Design for the roll up will be delivered by the lead partner and partners produce the roll up locally.

### LinkedIN

The project has a LinkedIn account, on which remarkable project events, local events, project results and outputs will be communicated to stakeholders. On LinkedIn the communication focuses on short key messages supported by photos and links, at which the key message is elaborated in detail.

Figure 11: Project LinkedIn account



## Twitter

The project has a Twitter account. Similarly to the LinkedIn account, remarkable project events, local events, project results and outputs will be communicated to stakeholders on the Twitter channel. The communication focuses on short key messages supported by photos and links, at which the key message is elaborated in detail.

Figure 12: Project Twitter account



### Partners' webpages

At partner level, partners place and update project information on their webpages that can include news, project and partner level outputs, thematic articles, press releases, presentations videos, interviews, brochures, infographics, animated ppt etc. Communication on partners' webpages take place in local languages primarily. Updating the websites will go on in Phase 1 and Phase 2. Based on the programme manual the mandatory information to be provided on partners' websites is the following:

- A short description of the project, its aims and results, partnership, the financial support from the European Union (Interreg Europe/ ERDF).
- The information about the project has to include the programme logo set 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 activities.

### Partners' social media channels

Partners use their existing social media channels to communicate progress and results of INNO PROVEMENT. These established channels are important since these have had built a target audience of the project partner that can be reached easily. Posts include links either to the partner's homepage or to the project webpage, where detailed information is available.

### Local stakeholder group meetings

Each partner organises one local stakeholder group meeting in each period. Local stakeholder group meetings are crucial during the project implementation for many reasons. On one side, these provide precious local knowledge on the thematic issues explored in the project. On the other side, learnings from the international experience exchange is disseminated in local stakeholder group meetings, among others. Having a broad range of local stakeholders on board provides a solid platform for communication and builds commitment from stakeholders. From communication point of view, these meetings offer regular contacts to key members of the target groups and so contribute to delivering key communication messages to them.

Partners are advised to make thorough and timely preparations for the stakeholder meetings. Advance notices (1-2 months before the meeting date) to stakeholders on meeting dates are recommended. Agenda for the meeting should be set 2-4 weeks before the meeting. Meetings may be accompanied by lunches/dinners to make them attractive for participants. The meetings should be documented so that contributions can be retrieved later on.

The Covid-19 impact on local stakeholder meetings is strong. Partners are encouraged to organise stakeholder meetings online if physical meetings cannot be held. Online meetings should be shorter than physical meetings and well-structured to keep participants present.

### Project events

Project events provide excellent opportunities to meet and discuss with target groups and to communicate project results to them. In INNO PROVEMENT the following project events are planned:

<b>Event name</b>	<b>Topic</b>	<b>Participants</b>	<b>Timing</b>
Kick-off meeting	Project launch	Project partners	Period 1
Thematic transnational meetings	Discussion of thematic uses 1-7	Project partners, stakeholders	Period 2-6
Regional Action Plan workshop	Finalising action plans	Project partners	Period 6
Final meeting	Presenting project results	Project partners, stakeholders particularly policy making bodies	Period 9
Local stakeholder group meetings (see in previous chapter)	Dissemination of project information at local level, getting local information	Project partners, stakeholders	Period 1-10

During events, the partnership will ensure visibility of the EU and the programme. The Interreg Europe project logo set is used on any agendas, list of participants, related hand-outs and presentations.

The kick-off meeting in Phase 1 and the final dissemination event in Phase 2 is hosted by the lead partner.

Final event: In phase 2, close to the end of the implementation monitoring phase, INNO PROVEMENT will present all the achievements at an event with high-level political participation to illustrate policymakers' active involvement in the project's work. Its objective is

to present the results of the whole cooperation to as wide an audience as possible including members of the stakeholder groups from each partner. Representatives of the press and also a representative of the Joint Secretariat will be invited by the host organisation. The lead partner will inform the policy and finance officers about the conference in due time and will make sure a slot on the agenda is reserved for an intervention of the Joint Secretariat.

Beyond the above, the Joint Analysis Report, the thematic reports, the Knowledge Exchange Catalogue and the Result Report at the end of Phase 2 will be published on our online channels and will be promoted at events.

The Covid-19 impact on project events is very strong. The partnership is encouraged to make best efforts to organise project meetings online if physical meetings cannot be held. Online meetings should be shorter than physical meetings and well-structured to keep participants present.



## **7. Project organisation with regards to communication and internal communication**

At project level, the communication manager is one of the members of the Central Management Unit. Each partner appoints a local communication manager as part of their local teams.

Communication activities are led by the lead partner and the lead partner appoints the communication manager to the Central Management Unit. Activities are implemented at project level and at partner level. Project level communication activities will be carried out primarily by the lead partner or the lead partner will provide guidance to partners on how to carry them out.

The lead partner takes part in most joint INTERREG Europe events and in policy learning platform events but partners are also invited to take part in these events based on prior agreement with the lead partner.

As for partner level communication activities, the lead partner provides guidance and helpdesk in communication activities, among others for thematic articles, press releases and design for brochures.

With regards to internal communication between partners, it will be based on email communication, phone calls, skype. Daily management activity on project level involves online collaboration tools, such as skype, google docs, files sharing online tools (e.g. dropbox) and other tools that may be necessary for coordination.

## **8. Evaluation**

In the application form the following communication related indicators are set:

- Number of appearances in media (e.g. press): 67
- Average number of sessions at the project pages per reporting period: 912

The indicators were predefined by the Programme, the values for the indicators were set by the partners in the application phase. The Interreg Europe Programme sends a Google Analytics report with online traffic highlights on a regular basis (monthly). For reporting purposes a table with project website performance is generated and regularly updated by the programme. It is available online:

[https://drive.google.com/drive/u/1/folders/0B\\_2u8LvpD\\_IzTnFvOUVwLWxiYjQ?usp=sharing](https://drive.google.com/drive/u/1/folders/0B_2u8LvpD_IzTnFvOUVwLWxiYjQ?usp=sharing)

The progress of these indicators is monitored and analysed by the project's communication officer. It will be up to the communication manager to adjust the communication activities if needed.

The INNO PROVEMENT partnership shall be aware that project's newsletters, press releases and partners' own publications cannot be counted under the indicator "Number of appearances in media" and the same applies to Twitter, LinkedIn and Facebook appearances.

For reporting purpose, the communication manager fills in the table generated by the programme with the list of all media appearance and keeps copy of any articles. The most interesting appearances could also be uploaded to the project website library.

The Interreg Europe Programme recommends that projects liaise with the national points of contact in their partner countries. The partner state points of contact 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.

The progress of the communication strategy will be one of the topics discussed during a mid-term project review, a meeting with the joint secretariat near the end of phase 1. On this review, our partnership should be in a position to present to what extent our communication strategy is having an impact on project implementation or what corrective action has been taken to improve the strategy.

## 9. Budget

In the application form, costs are budgeted for communication under each budget line as follows:

### Staff costs:

Each partner sets up a local management team that includes a communication manager. Beyond the Central Management Unit at the lead partner includes a communication manager.

### Travel costs:

The lead partner travels to programme events during the project implementation.

### External expertise:

Below we list only those external cost items that serve primarily communication purposes. Beyond these items, meeting events and stakeholder group meetings have strong communication component, too.

#	# in Application Form	Type of costs	Description	Partner	Amount (EUR)
1	2	Project and/or financial and/or communication management	External communication services including: <ul style="list-style-type: none"> <li>• expertise involvement in refining the communication strategy with exact technical content and an action plan in Semester 1;</li> <li>• costs of the design of project level and partner level communication tools</li> </ul>	Ministry of Finance (HU)	17 000

#	# in Application Form	Type of costs	Description	Partner	Amount (EUR)
			and materials (templates, roll up, printed brochures); <ul style="list-style-type: none"> <li>• production of partner level communication materials, supporting in delivering the thematic articles and press releases;</li> <li>• production of two 4-minute-long videos, design and production of infographics and animated ppt.</li> </ul>		
2	3	Meeting costs: dissemination event	Organisation of the partnership level and public kickoff event in PM04 in Budapest, together with the 1st SG meeting	Ministry of Finance (HU)	9 600
3	8	Meeting costs: dissemination event	Organisation costs for the final dissemination event in Semester 9 in Budapest including venue rental, catering, local transportation.	Ministry of Finance (HU)	6 400
4	9	Publication and dissemination costs	Production of partner level communication materials: poster, rollup, brochures (2 sets).	ICT Association of Hungary	800
5	13	Publication and dissemination costs	Production of partner level communication materials: poster, rollup, brochures (2 sets).	Ministry of Industry and Trade CR	960
6	19	Publication and dissemination costs	Production of partner level communication materials: poster, rollup, brochures (2 sets).	Region of Thessaly	1 000
7	24	Publication and dissemination costs	Production of partner level communication materials: poster, rollup, brochures (2 sets).	Marche Region	1 220
8	29	Publication and dissemination costs	Production of partner level communication materials: poster, rollup, brochures (2 sets).	COMPETE 2020 Management Authority for the Competitiveness and Internacionality Operational Programme	1 000
9	33	Publication and dissemination costs	Production of partner level communication materials: poster, rollup, brochures (2 sets).	LODKIE REGION	1 000
10	39	Publication and dissemination costs	Production of partner level communication materials: poster, rollup, brochures (2 sets).	Regional Council of Kainuu	2 000

## 10. Action plan

	Target group	Communication objective	Key message	Activity	Timing	Responsible partner
1	Regional/national level policy making bodies with authority to programme, design or to influence calls under the policy instruments for the implementation of which our partners are responsible	Persuade key stakeholders (primarily national/regional policy making bodies) that proposed actions and measures contribute to an enhanced success of the addressed policy instruments. This is necessary for the flawless implementation of action plans	<p>3. Through international experience exchange we are improving SME policy instruments related to Industry 4.0 with which you work. We invite you to share your experience, participate actively in shaping the addressed policy instrument and help implement the action plan.</p> <p>4. We explore a lot of interesting good practices from European peers, join us in exploring the good practices or get to know these good practices from us</p>	<p>1. Regular meetings of the local stakeholder groups involve regional/national level policy making bodies</p> <p>2. Analysis phase: interviews or focus groups with concerned representatives of the policy making bodies</p> <p>3. Knowledge exchange phase: take colleagues of policy making bodies to the transnational knowledge exchange meetings</p> <p>4. Action plan development: <ul style="list-style-type: none"> <li>o take colleagues of policy making bodies to the action planning meetings</li> <li>o personal involvement of policy making bodies</li> <li>o drafts will be sent to them for remarks in repeated rounds</li> </ul> </p> <p>5. Results of the regional assessments, the Joint Analysis Report, the Knowledge Exchange Catalogue as well as the experience from the policy learning platform events will be communicated and shared with the target group.</p> <p>6. The kick-off event in Phase 1 and the final dissemination event in Phase 2 are particularly dedicated to this target group.</p>	<p>1. Semester 1-10</p> <p>2. Semester 1-2</p> <p>3. Semester 2-6</p> <p>4. Semester 3-6</p> <p>5. Semester 1-10</p> <p>6. Kick-off event: Semester 1, Final dissemination event: Semester 9</p>	<p>1. Each partner</p> <p>2. Each partner</p> <p>3. Each partner</p> <p>4. Each partner</p> <p>5. Each partner</p> <p>6. Each partner</p>

	Target group	Communication objective	Key message	Activity	Timing	Responsible partner
2	MA/IB personnel involved in the management of the addressed policy instrument at INNOPROVEMENT partners.	Changing the mindset of MA/IB personnel of the INNOPROVEMENT partnership for a confident management of Industry 4.0 innovation projects. This means mainly an organizational level learning at our partners.	<ul style="list-style-type: none"> <li>We are improving SME policy instruments related to Industry 4.0 with which you work on a daily basis. We bring you methods and tools that you will be able to use during your work.</li> <li>Your experience from our current methods, practices is very important for us, please share your experience.</li> <li>Your ideas on potential improvements and your feedback on our proposals is very important for us, please share your ideas and feedbacks.</li> </ul>	<ol style="list-style-type: none"> <li>Relevant thematic outputs of the project will be delivered in local languages and transformed/developed to tailor-made local dissemination tools that MA/IB colleagues can effectively use during the daily work (indicative examples: collection of easy-to-digest cases on judging the innovation content of software development projects, market price assessment handouts, smart parameters for designing calls, a pilot I4.0 project evaluation matrix, etc.). These new tools will be supported by customized training materials.</li> <li>Colleagues will be involved in the analysis phase (recommended methodology: interviews, focus groups, surveys) and these colleagues will be a very important source for delivering good practices from their daily operations that may be transferred to other partners.</li> <li>Representatives of the MA/IB personnel will be invited to TTMs.</li> <li>They will continuously be involved in the action plan development since the planned changes in the management of the instruments will affect their daily work afterwards.</li> <li>The audiovisual communication tools will be of great use for them, as well.</li> </ol>	<ol style="list-style-type: none"> <li>Semester 1-10</li> <li>Semester 1-2</li> <li>Semester 2-6</li> <li>Semester 3-6</li> <li>Semester 1-10</li> </ol>	<ol style="list-style-type: none"> <li>Each partner</li> <li>Each partner</li> <li>Each partner</li> <li>Each partner</li> <li>Each partner</li> </ol>

	Target group	Communication objective	Key message	Activity	Timing	Responsible partner
3	Businesses, companies, clusters, but mainly SMEs as applicants/potential beneficiaries of the addressed policy instruments of INNPROVEMENT partners	Awareness raising of SMEs/potential beneficiaries and encouraging them to implement I4.0 projects.	<ul style="list-style-type: none"> <li>We are improving SME calls/programmes related to Industry 4.0 so that these can assist you better in reaching your business goals</li> <li>Industry 4.0 may bring you benefits and we have good and improving calls and programmes that can help you implement industry 4.0 solutions</li> </ul>	<ol style="list-style-type: none"> <li>Regular meetings of the local stakeholder groups involve representatives of associations and clusters (gathering the final beneficiaries, SMEs and businesses)</li> <li>Analysis stage: SMEs will be involved directly in the activities (recommended method: SME surveys).</li> <li>Knowledge exchange stage: participation on TTMs.</li> <li>Action plan development: representatives of the local stakeholder groups will channel comments and feedback of the final beneficiaries especially regarding the planned actions and measures.</li> <li>The integrated INTERREG Europe website, the audiovisual content, the project e-newsletters and the social media appearances will focus on this target group.</li> <li>The printed brochures, published thematic articles and press releases in the partners' languages will also address them.</li> </ol>	<ol style="list-style-type: none"> <li>Semester 1-10</li> <li>Semester 1-2</li> <li>Semester 2-6</li> <li>Semester 3-6</li> <li>Semester 1-10</li> <li>Semester 1-10</li> </ol>	<ol style="list-style-type: none"> <li>Each partner</li> <li>Each partner</li> <li>Each partner</li> <li>Each partner</li> <li>Each partner</li> <li>Each partner</li> </ol>

	Target group	Communication objective	Key message	Activity	Timing	Responsible partner
4	Other MAs/IBs beyond the partnership and relevant EU level representatives.	Disseminating knowledge to concerned MAs/IBs beyond the partnership and to relevant EU level representatives. This means mainly an external level of learning.	<ul style="list-style-type: none"> <li>We have made improvements in SME policy instruments related to Industry 4.0. You are welcome to examine and study our results and transfer some of the good practices we have identified.</li> <li>We share our project results with you.</li> </ul>	<ol style="list-style-type: none"> <li>Representatives of MAs/IBs beyond the partnership can attend the LSG meetings</li> <li>The target group will be reached through the integrated INTERREG Europe website, the audiovisual content, the project e-newsletters and the social media appearances.</li> <li>Printed brochures, published thematic articles and press releases will also reach this target group.</li> <li>They are an important target group of the final dissemination event in Phase 2.</li> <li>For capitalisation purposes partners (particularly MoF) will participate in thematically linked transnational project events and representatives of such projects will be invited to INNPROVEMENT's events.</li> <li>MoF will participate in relevant policy learning platform events.</li> </ol>	<ol style="list-style-type: none"> <li>Semester 1-10</li> <li>Semester 1-10</li> <li>Semester 1-10</li> <li>Semester 9</li> <li>Semester 1-10</li> <li>Semester 1-10</li> </ol>	<ol style="list-style-type: none"> <li>Each partner</li> <li>Each partner</li> <li>Each partner</li> <li>Each partner</li> <li>Each partner, mainly lead partner</li> <li>Lead partner</li> </ol>

## 11. Annex I.: Progress of communication work plan in application form

Communication work plan in Application form	Status as of November 2020
<b>Semester 1</b>	
Description	
<p>The communication manager will be appointed by the LP as part of the Central Management Team. The Communication Strategy will be refined and expanded with exact technical content and action plan in Semester 1 with the leadership of the LP. Partners will jointly agree on the final version of the Communication Strategy (latest by PM03). LP designs communication templates and distributes that to partners. The kick-off event will be organized in PM04. The event will be held in Hungary and hosted by MNE. The kick-off event is targeted at partners, partner's selected local stakeholder group members, the Hungarian local stakeholder group and their members. The kick-off event gives an overview to stakeholders on the objectives and activities of the project. Partners are required to make a press release on the launch of the project following the kick-off event. Partners produce 1 rollup each used at project events using the design made by LP. Similarly to that, using the design from the LP, partners produce 1 poster (8 altogether) and display the poster at their premises. LP produces initial content and uploads it to the central webpage. LP starts social media activities. LP produces and releases 1 partnership level e-newsletter using partner inputs. The e-newsletter is published by the end Semester 1. Partners update their own websites with project information. LP (on certain occasions project partners) participate on policy learning platform events (depending on timing of events.)</p>	<ul style="list-style-type: none"> <li>• Refined and detailed communication strategy delivered in Semester 5</li> <li>• Kick-off event organised in Semester 1 (project month 5)</li> <li>• Posters produced and displayed</li> <li>• E-newsletter published</li> <li>• Partners updated their websites with project information</li> <li>• Initial content published on webpage</li> </ul>
Main communication outputs	
<p>7 rollups 7 press releases 7 posters produced and displayed Initial content uploaded to central webpage 1 partnership level e-newsletter to target groups</p>	
<b>Semester 2</b>	
<p>Using the initial content and design developed by LP and adding local content partners produce printed brochures including project objectives and local information on INNO PROVEMENT. Each partner publishes a thematic article in a subject chosen by them. LP maintains webpage content using inputs from partners. LP carries on with social media activities. LP produces and</p>	<ul style="list-style-type: none"> <li>• Printed brochures delivered in Semester 5</li> <li>• Production of 2 videos launched in Semester 5</li> </ul>



<b>Communication work plan in Application form</b>	<b>Status as of November 2020</b>
<p>releases 1 partnership level e-newsletter based on contributions from partners. Production of 2 videos start (each video 4 minute long with English narrative and background music including mini-interviews with partners and stakeholders). Video 1 focuses on the implementation of the project, completed activities. Video 2 focuses on the results of the project. Host partners of the two TTMs in the semester invite their local stakeholder group to the meeting and also stakeholders of other partners participate at the event. Using the thematic report from the TTMs partners disseminate results to their MA/IB staff. Partners update their own websites with current project information. LP (on certain occasions project partners) participate on policy learning platform events (depending on timing of events.)</p>	<ul style="list-style-type: none"> <li>• E-newsletter published</li> </ul>
<b>Main communication outputs</b>	
<p>Partner level printed brochures including project objective and local information 8 thematic articles and 8 press releases 1 partnership level e-newsletter to target groups</p>	
<b>Semester 3</b>	
<p>LP maintains webpage content using inputs from partners. LP carries on with social media activities. LP produces and releases 1 partnership level e-newsletter using partners' contributions. Production of the 2 videos go on. Host partners of the two TTMs in the semester invite their local stakeholder group to the meeting and also stakeholders of other partners participate at the event. Using the thematic report from the TTMs partners disseminate results to their MA/IB staff. Partners update their own websites with current project information. LP (on certain occasions project partners) participate on policy learning platform events (depending on timing of events.)</p>	<ul style="list-style-type: none"> <li>• E-newsletter published</li> </ul>
<b>Main communication outputs</b>	
<p>1 partnership level e-newsletter to target groups</p>	
<b>Semester 4</b>	
<p>LP maintains webpage content using inputs from partners. LP carries on with social media activities. LP produces and releases 1 partnership level e-newsletter using partners' contributions. Production of the 2 videos go on. Host partners of the two TTMs in the semester invite their local stakeholder group to the meeting and also stakeholders of other partners participate at the event. Using the thematic report from the TTMs partners disseminate results to their MA/IB staff. Partners update their own websites with current project information. LP (on certain occasions project partners) participate on policy learning platform events (depending on timing of events.)</p>	<ul style="list-style-type: none"> <li>• E-newsletter published</li> </ul>

Communication work plan in Application form	Status as of November 2020
Main communication outputs	
1 partnership level e-newsletter to target groups	
<b>Semester 5</b>	
Description	
<p>LP maintains webpage content using inputs from partners. LP carries on with social media activities. LP produces and releases 1 partnership level e-newsletter using partners' contributions. Production of the 2 videos go on. Host partner of the 7th TTM in the semester invites their local stakeholder group to the meeting and also stakeholders of other partners participate at the event. Using the thematic report from the TTMs partners disseminate results to their MA/IB staff. Partners update their own websites with current project information. LP (on certain occasions project partners) participate on policy learning platform events (depending on timing of events.)</p>	<ul style="list-style-type: none"> <li>• Currently ongoing</li> </ul>
Main communication outputs	
1 partnership level e-newsletter to target groups	
<b>Semester 6</b>	
Description	
<p>LP maintains webpage content using inputs from partners. LP carries on with social media activities LP produces and releases 1 partnership level e-newsletter. Hungarian project partners (MNE and ICTH) invite their local stakeholder group to the Regional Action Plan Workshop and also stakeholders of other partners participate at the event. Each partner publishes a thematic article in a subject chosen by them. Production of the 2 videos completed and published on all relevant communication channels. The animated ppt (with English narrative and background music) is designed, produced and published on relevant communication channels. The animated ppt presents the project intervention logic and main results. The A0 infographics is designed, produced, printed and displayed at the final event. It presents the project intervention logic and main results. Using the content developed by LP and adding local content partners produce printed brochures including project results and local information. Dissemination tools developed for MA/IB personnel is complete. Partners are required to make a press release on the completion of Phase 1 of the project presenting achieved results and planned actions based on their completed regional action plans.</p>	Not yet relevant
Main communication outputs	
2 short videos	

<b>Communication work plan in Application form</b>	<b>Status as of November 2020</b>
1 animated ppt 1 Infographics Partner level printed brochures including project results 8 thematic articles and 8 press releases	
<b>Semester 7</b>	
Description	
The partners ensure regular updates of the project website with information on the action plan implementation.	Not yet relevant
Main communication outputs	
Website updates	
<b>Semester 8</b>	
Description	
The partners ensure regular updates of the project website with information on the action plan implementation.	Not yet relevant
Main communication outputs	
Website updates	
<b>Semester 9</b>	
Description	
The partners 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.	Not yet relevant
Main communication outputs	
1 high-level political dissemination event	
Website updates	
<b>Semester 10</b>	
Description	
The partners ensure regular updates of the project website with information on the action plan implementation.	Not yet relevant
Main communication outputs	
Website updates	