



## DELIVERABLE D2.1: COMMUNICATION PLAN

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RESPONSIBLE PARTNER:	Association of Information Technology Companies of Northern Greece (SEPVE)
CONTRIBUTING PARTNERS:	Regional Chamber of Skilled Crafts Association, Haskovo
SUBCONTRACTOR	EUROCONSULTANTS S.A.

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The 4<sup>th</sup> *INDUSTRIAL REVOLUTION* project Partnership is the following:

No	Beneficiary Name	Short Name	Country
LB (PB1)	Association of Information Technology Companies of Northern Greece	SEPVE	GREECE
PB2	Centre for Research and Technology Hellas	CERTH	GREECE
PB3	Regional Chamber of Skilled Crafts Association, Haskovo		BULGARIA



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## 1. The 4<sup>th</sup> INDUSTRIAL REVOLUTION Project

### 1.1. Background of the project

The 4<sup>th</sup> INDUSTRIAL REVOLUTION project constitutes an integrated set of activities which aims to improve the competitiveness of the SMEs Ecosystem in the eligible cross-border area of the Greece-Bulgaria Programme by:

- Increasing the accessibility to new financial tools that will enable the SMEs within the cross-border area to expand their business activities
- Creating procedures for exchanging of know-how that will enable SMEs and entrepreneurs to cope with future challenges
- Creating a 4<sup>th</sup> INDUSTRIAL REVOLUTION network within the cross-border area
- Adapting of new tools, practices and methods that will enable SMEs to develop innovative and thus competitive products and/or services
- Updating on major technological changes within the 4<sup>TH</sup> INDUSTRIAL REVOLUTION framework
- Identifying human capital needs in terms of updated technological knowledge
- Establishing of a "4<sup>th</sup> Industrial Revolution Forum".

The actions will be materialized in both countries of the Programme and concretely in the **eligible Regional Units of Central Macedonia & Easter Macedonia & Thrace** from the Greek side and **Haskovo District** from the Bulgarian side.

The 4<sup>th</sup> INDUSTRIAL REVOLUTION project is implemented by a partnership consisted of **3 (three)** project Beneficiaries from both participating countries, as follows:

Beneficiary No	Name of Institution	Budget	Country
LB (PB1)	Association of Information Technology Companies of Northern Greece (SEPVE)	174.000,00 €	GREECE
PB2	Centre for Research and Technology - Hellas (CERTH)	84.500,00 €	GREECE
PB3	REGIONAL CHAMBER OF SKILLED CRAFTS ASSOCIATION, HASKOVO	108.500,00 €	BULGARIA
<b>Total</b>		<b>367.000,00 €</b>	

The total budget of the project is **367.000,00 €** and has a duration of 24 months.

The 4<sup>th</sup> INDUSTRIAL REVOLUTION project is co-funded by the European Regional Development Fund (ERDF) and by national funds of the countries participating in the **Interreg V-A "Greece-Bulgaria 2014-2020" Cooperation Programme**.

The 4<sup>th</sup> INDUSTRIAL REVOLUTION project is structured in interrelated steps and is organized in five Work Packages (WPs) of logical cohesion in order to achieve complementarity of outputs and

integration of results, with direct benefits for all project beneficiaries (PB) and the cross-border area.

The 4<sup>th</sup> INDUSTRIAL REVOLUTION project consists of the following five (5) Work Packages (WPs):

- WP1: «Project Management & Coordination»
- **WP2: «Communication & Dissemination»**
- WP3: «Identification of the state-of-the-art in the CB area»
- WP4: «Transfer of Know-How/Case Study Visits»
- WP5: «4th Industrial Revolution Forum»

LB is the project coordinator, while each PB assign staff members or/and external experts to manage its activities. All this work is part of **WP1: 'Project Management & Coordination'**, along with the preparation & submission of all necessary Reports (Progress, Final) and the verification of expenditures.

**WP2: 'Communication & Dissemination'** includes the organization of Information/Public Awareness Events, addressed to all PBs, journalists, relevant stakeholders and the general public. It also includes the project's website/platform design & development, the production of the multilingual project communication package & promotion material and the promotion campaign strategy. All PBs from both countries will be involved in the design, development and production of all necessary project publication material (electronic and hard copy).

The responsible PB is the LB from Greece.

Promotion Material includes project Folders, Blocks, Pens, Banners, Leaflets/Publications, USB sticks and Press Releases.

All this material will be developed & produced throughout the project duration (by all PBs, depending on their budget).

WP2 refers to Communication and Dissemination of the 4<sup>th</sup> INDUSTRIAL REVOLUTION project and it consists of the following four (4) Deliverables:

- **Deliverable 2.1.1.: "Communication Plan"**
- Deliverable 2.X.2: "Promotion Material"
- Deliverable 2.X.3: "Project Website/Platform Design, Development and Updates"
- Deliverable 2.X.4: "Dissemination Events & Public Conferences".

The purpose of WP2 is the dissemination of the outputs and the results of 4<sup>th</sup> INDUSTRIAL REVOLUTION project to local society, local authorities, stakeholders, industry and scientific community and is scheduled to last during the entire 4<sup>th</sup> INDUSTRIAL REVOLUTION project duration.

This document forms the **Deliverable 2.1.1 "Communication Plan"** of the 4<sup>th</sup> INDUSTRIAL REVOLUTION project implemented under the Subsidy Contract No. B6.3A.24 in the framework of the 6th CALL FOR PROPOSALS: UNDER PRIORITY AXIS 1 – INVESTMENT PRIORITY 3a within the Interreg V-A "Greece-Bulgaria 2014-2020" Cooperation Programme.

**WP3: 'Identification of the state-of-the-art in the CB area'** represents the basis of the 4<sup>TH</sup> INDUSTRIAL REVOLUTION project.

LB is the responsible Partner for WP3. WP3 consists of the elaboration (all PBs involved) of Deliverable 3.1: "Weaknesses & Gaps (SWOT Analysis) – Assessment of SMEs readiness & adaptability for the changing technology landscape - Survey (Questionnaires) in the Cross-Border Area". WP3 also consists of the: "Identification of the growth opportunities for the SME ecosystem under the major economic & societal change of the 4<sup>th</sup> Industrial Revolution – Identification of sectors & opportunities - Proposal of the appropriate strategies, Policies & Methods" (Deliverable 3.2 / all PBs involved) AND of the: "Provision of a comprehensive state of the art description in the major technological breakthrough forming the 4<sup>th</sup> Industrial Revolution" (Deliverable 3.3. / LB and PB2 involved).

**WP4: 'Transfer of Know-How/Case Study Visits'** includes the organization of Seminars & Workshops (in Greece and in Bulgaria), as well as the organization of well-structured Case Study Visits (in Greece and in Bulgaria), based on the findings of WP3 Deliverables of the project. All Partners will be actively involved in this WP and they will be responsible for the organization of the above mentioned events & activities.

**WP5: 'Organization of a 4<sup>th</sup> Industrial Revolution Forum'** is one of the most important WPs of the project. It refers to the organization towards the end of the project (by the Lead Beneficiary) of a 2-days '4<sup>th</sup> Industrial Revolution Forum' in Thessaloniki, Greece, along with the Greek-German Chamber and the Technology Forum, with the participation of max. 100 participants. The main goal of the partnership after the implementation of the project is to establish on a permanent basis the 4<sup>th</sup> Industrial Forum and thus produce updated and useful conclusions and information which will be shared with decision-makers in all decision centers and at all levels of the state (Central Government, Regional Authorities, Local Government) in order to jointly formulate the necessary future strategies and policies to strengthen the SMEs ecosystem in the direction of the 4<sup>th</sup> Industrial Revolution.

## 1.2. Overall Objective

The overall objectives of the 4<sup>th</sup> INDUSTRIAL REVOLUTION project can be summarized as follows:

- Identify the growth opportunities for the SME ecosystem under the major economic & societal change of the 4<sup>th</sup> Industrial Revolution;
- Conclude the weaknesses & the gaps and propose the appropriate strategies and policies & methods, in the cross-border area;
- Access SME readiness and adaptability for the changing technology landscape;
- Provide a comprehensive state of the art description in the major technological breakthrough forming the 4<sup>th</sup> Industrial Revolution;
- Identify economic sectors and opportunities for future expansion;
- Awareness actions in the cross-border area, including the organization of the 4<sup>th</sup> Industrial Revolution forum along with the Greek-German Chamber & the Technology Forum.

By fulfilling the above mentioned objectives, the 4<sup>th</sup> INDUSTRIAL REVOLUTION project will strengthen the factors affecting entrepreneurial success and will stimulate in general business creation in the cross-border area of the Greece-Bulgaria Programme.

All the SMEs within the cross-border area will be able to identify their readiness and adaptability as well as investigate their growth opportunities within the new economic societal and technological global framework under way.

Last but not least, the 4<sup>th</sup> INDUSTRIAL REVOLUTION project will support on a priority basis young entrepreneurs with innovative ideas that want to transform them into business practices.

All these are in full compliance with the Greece-Bulgaria's Program's Priority Axis 01: «A Competitive and Innovative Cross-Border Area», Thematic Objective 03: «Enhancing the competitiveness of small and medium-sized enterprises» and specifically Investment Priority 3a: «Promoting entrepreneurship, in particular by facilitating the economic exploitation of new ideas and fostering the creation of new firms, including through business incubators» (Specific objective: «To improve entrepreneurship SME support systems»).

### 1.3. Expected Results

The 4<sup>th</sup> INDUSTRIAL REVOLUTION project has specific outputs that include both deliverables & activities for the successful fulfillment of the project's objectives.

More specifically, throughout the project the following will be developed / produced:

- Progress Reports (and the project's Final Report at the end of the project) for the reporting of the project's financial & activity progress on a 6-months basis;
- The project's Communication Plan, the project's promotional material (printed and electronic) and the project's official website/ platform;
- Identify the growth opportunities for the SME ecosystem under the major economic and societal change of the 4<sup>th</sup> INDUSTRIAL REVOLUTION;
- Conclude the weaknesses and the gaps and propose the appropriate strategies and policies and methods, in the cross-border area;
- Access SME readiness and adaptability for the changing technology landscape;
- Provide a comprehensive state of the art description in the major technological breakthrough forming the 4<sup>th</sup> INDUSTRIAL REVOLUTION
- Identify sectors and opportunities.
- Awareness actions in the cross-border area, including the organization of the 4<sup>th</sup> Industrial Revolution forum along with the Greek-German Chamber and the Technology Forum.
- All necessary dissemination & communication means will be exploited in order to familiarize the project's target groups as well as the general public of the cross-border area with the concept of the 4<sup>th</sup> INDUSTRIAL REVOLUTION.

The 4<sup>th</sup> INDUSTRIAL REVOLUTION project will result in increasing SMEs awareness towards the 4<sup>th</sup> Industrial Revolution and will assist them during project implementation to identify their needs as well as their growth opportunities for the forthcoming major global economic and societal changes that will most certainly affect the cross-border area of the Greece-Bulgaria Programme.

The project's awareness actions and especially the "4<sup>th</sup> Industrial Revolution Forum" will enable the SMEs to gain technological know-how as well as will provide them with the appropriate networking for their future endeavors.

## Deliverable D.2.1

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Direct result indicator of the 4<sup>th</sup> INDUSTRIAL REVOLUTION project will be the numbers of existing or/and new enterprises (located and operating in the eligible cross-border area of the Greece-Bulgaria Programme) supported.

Another expected result from the 4<sup>th</sup> INDUSTRIAL REVOLUTION project will be the level of its contribution to the strengthening of the Entrepreneurial business support environment in the eligible cross-border area of the Greece-Bulgaria Programme.



## 2. General Communication Strategy

Communication Strategy is a key aspect, as it serves as an essential element in supporting the main and overall objective of the 4<sup>th</sup> INDUSTRIAL REVOLUTION project.

The Communication strategy, which is guided by and fully aligned with the Cooperation Programme Interreg V-A "Greece-Bulgaria 2014-2020" guidelines, includes communication activities ensuring that all possible channels and opportunities will be used for the project's outcomes to reach as many beneficiaries, target groups and potential final users as possible. It is significant to realise that longevity and sustainability of the project will be achieved only by raising awareness and providing benefits to a wider audience of beneficiaries.

The 4<sup>th</sup> INDUSTRIAL REVOLUTION Partnership will ensure that the implementation of the project will follow the information and publicity requirements according to the "INFORMATION AND PUBLICITY GUIDE (Version 3.1, November 2020)":

[https://old-2014-2020.greece-bulgaria.eu/gallery/Files/Library/Documents%20for%20Project%20implementation/Information-and-Publicity-Guidebook-v\\_3\\_1.pdf](https://old-2014-2020.greece-bulgaria.eu/gallery/Files/Library/Documents%20for%20Project%20implementation/Information-and-Publicity-Guidebook-v_3_1.pdf) and will also ensure that all information and/or publicity actions are regularly reported to Communication & Technical Assistance Officers from the Joint Secretariat in Thessaloniki, Greece.

Communication is a key to promoting sustainable development. The Communication Plan defines the approach that a project will use to communicate with communities. It helps ensure systematic information sharing and two-way communication. Communication is important not only to ensure transparency and knowledge sharing but also to raise awareness among citizens of the benefits accrued from the 4<sup>th</sup> INDUSTRIAL REVOLUTION project. Disseminating project outputs ensures the sustainability of project results.

The Communication Plan includes a detailed analysis of the communication strategy and the communication and dissemination infrastructure, target groups and the society in general on the objectives, activities and results of the project. This Communication Plan is a strategic tool with the purpose of raising awareness about the 4<sup>th</sup> INDUSTRIAL REVOLUTION project, disseminating its results and ensuring an efficient communication among all Project Beneficiaries from both countries.

In addition to project specific target groups, the communication activities shall also be addressed, to the media and the general public, in order to disseminate to wider audience interesting information about the 4<sup>th</sup> INDUSTRIAL REVOLUTION project.

All project beneficiaries are required to disseminate their generated results and all are requested to contribute to communication and awareness raising activities, by proactively looking for dissemination opportunities and making their own dissemination channels available, in order to reach a European-wide audience.

The 4<sup>th</sup> INDUSTRIAL REVOLUTION Communication Plan must be considered as a live and dynamic tool in the hands of the 4<sup>th</sup> INDUSTRIAL REVOLUTION partnership aiming to the most effective and wide communication and publicity of the project itself as well as of its main objectives and goals.

4<sup>th</sup> INDUSTRIAL REVOLUTION Beneficiaries are always welcome to make suggestions or comments for the improvement of the 4<sup>th</sup> INDUSTRIAL REVOLUTION Communication Plan, in order to be more realistic and easy to apply in their day-to-day project implementation.

**Contact person for 4<sup>th</sup> INDUSTRIAL REVOLUTION communication activities:**

***Christina Papageorgopoulou***

***Communication & Technical Assistant Officer***

***Tel. +30 2310 469 697***

***E-mail: [cpapageorgopoulou@mou.gr](mailto:cpapageorgopoulou@mou.gr)***

Dissemination and awareness activities are a core part of the 4<sup>th</sup> INDUSTRIAL REVOLUTION project and will ensure that the tools and results developed within the project are communicated and exploited by relevant target audiences. In the longer term, communication and dissemination activities will increase project impact by maximizing the opportunities for 4<sup>th</sup> INDUSTRIAL REVOLUTION results and tools to be used and exploited at a wider cross border area after the project's end.

Effective communication is the basis of cross-border cooperation and has vital role for the successful implementation of 4<sup>th</sup> INDUSTRIAL REVOLUTION project. In addition, it is a prerequisite for the project to deliver meaningful results not only to project Beneficiaries but also to audiences and communities within the targeted cross-border area. Communication takes place between project Beneficiaries, between project partnership and its audience outside the project community, between the project itself and Joint Secretariat, Managing Authority and different national bodies.

The overall purpose of this Communication Plan is to establish how the project will communicate internally, i.e. between Beneficiaries, and to ensure the communication with organizations and persons outside the project (national, regional and local authorities, associations and organizations, local citizens, businesses etc.) It is vital to work with stakeholders, general public and mass media in order to raise awareness for the project and the development opportunities it brings. Thus, the communication strategy will focus on increasing the awareness about 4<sup>th</sup> INDUSTRIAL REVOLUTION project, its objectives, activities and goals, giving full visibility and promotion of Interreg V-A "Greece-Bulgaria 2014-2020" Cooperation Programme.

The communication strategy will outline the global aim and specific objectives of the communication measures, the key target groups, the key messages to be conveyed and the strategic approach, together with the roles and responsibilities of each project Beneficiary regarding the information and publicity activities, the evaluation criteria, indicators and measures, the timeframe and the necessary financial and human resources.

Therefore, the Communication Strategy is channeled on 2 (two) main directions:

**1) Internal communication (communication between project Beneficiaries)**

The 4<sup>th</sup> INDUSTRIAL REVOLUTION Communication Plan shall ensure that all project Beneficiaries are fully informed about the project, its development and implementation. Due to the cross-border character of the project, effective internal communication has to be ensured in order that successful management and coordination of all project activities is built up. Although the representatives of implementation teams of each Beneficiary are responsible for the communication between them on a daily basis, the project management team bears the responsibility to monitor and evaluate the internal communication during the entire project implementation.

## 2) External communication (communication with project stakeholders & target groups)

4<sup>th</sup> INDUSTRIAL REVOLUTION project communication aims to provide two key elements regarding the communication between the project and other stakeholders and target groups:

- Awareness raising among communities in the cross-border targeted areas through proper and timely dissemination of key information about the project;
- Absorption of capacities which will enable active participation of target groups in project activities and fulfillment of project goals and results.

The Communication & Dissemination is a dynamic component engaging all dissemination activities of the 4<sup>th</sup> INDUSTRIAL REVOLUTION project Beneficiaries. Moreover, this document includes information and description of the communication activities-initiatives planned in order to reach as many stakeholders as possible, target groups in detail, communication tools to be used and reporting-evaluation mechanisms. These activities will be specifically described and better targeted throughout the project duration.

In order to raise awareness about the 4<sup>th</sup> INDUSTRIAL REVOLUTION project, its goals and objectives among a range of stakeholders in the regions/districts/countries involved, the following information & publicity measures will be carried out:

- design, creation & printing of project's promotional printed & digital material
- design & creation of project's website/platform
- organization of dissemination events, seminars/workshops & study visits
- organization of a 2-days '4<sup>th</sup> Industrial Revolution Forum'.

Finally, the 4<sup>th</sup> INDUSTRIAL REVOLUTION project's outcomes and results will be accordingly promoted among the local & regional press, as well as national media, to attract the attention on the achievements of the project, in favor of the Greece-Bulgaria cross-border area.

Posts & press releases both in Greece & Bulgaria, namely before the dissemination events, as well as presentations and/or discussions and promotion through social media, will further improve the overall dissemination of the project, regarding the contents, the course & the project's outputs & results to the local, regional & national society, and contribute to the public awareness with respect to the project's basic objectives, outcomes and results.

### 3. Overall Communication Objectives

The main objective of the Information and Publicity Strategy is the fullest possible information and awareness among stakeholders and the general public for the purpose, directions, priorities and activities of the 4<sup>th</sup> INDUSTRIAL REVOLUTION project and to ensure ensuring common, consistent and efficient communication in different audiences of the cross-border area.

The 4<sup>th</sup> INDUSTRIAL REVOLUTION project communication strategy targets to use as many effectively and efficiently communication tools as possible in order to achieve the following objectives:

- **Disseminate the main message of the 4<sup>th</sup> INDUSTRIAL REVOLUTION project**

Dissemination Strategy mainly aims to widespread the importance of increasing SMEs awareness towards the 4<sup>th</sup> Industrial Revolution and of assisting them to identify their needs as well as their growth opportunities for the forthcoming major global economic and societal changes for the benefit of citizens, businesses, institutions and chambers located in the cross-border area of Greece and Bulgaria.

- **Reach and motivate all important target groups**

Widespread dissemination addressing target groups with different levels of awareness: Communication strategy guarantees that all potential target groups will have access to the project results, so that awareness is flourished about the importance of increasing SMEs awareness towards the 4<sup>th</sup> Industrial Revolution and of assisting them to identify their needs as well as their growth opportunities for the benefit of citizens, businesses, institutions and chambers. Regional and local economic development actors and public authorities need to be reached so that mutual learning, synergies and cooperation is achieved.

- **Select the most efficient communication tools and make optimal use of resources**

Using the right resources will optimize the involvement of the targeted groups (appropriate allocation of financial and human resources). Each target group has its special interest and can be reached through a wide range of communication tools. Today a wide range of communication tools are at our disposal starting with events/public conferences, printed material (Press Releases, Leaflets, Guides/Publications, etc.), e-mails and e-newsletters and so on. Through the communication strategy each target group will be reached with the most suitable and effective communication tools in order to promote the project and its results. Of course budget availability will influence our possibilities and choices.

- **Keep a close interaction among Beneficiaries, stakeholders, public authorities and beneficiaries**

Through a wide range of dissemination tools, 4<sup>th</sup> INDUSTRIAL REVOLUTION Beneficiaries will have all key players and possible beneficiaries discussing, exchanging ideas and making efforts to prepare SMEs in the cross border area for the 4<sup>th</sup> INDUSTRIAL REVOLUTION. This interaction needs to be adopted by all main actors not only as a project based attitude, but as a systematic attitude producing benefits for all.

- **Promote that the project is funded by EU funds**

In all the dissemination activities project Beneficiaries will promote that the project financing is being provided from the EU funds in the framework of the Interreg V-A “Greece-Bulgaria 2014-2020” Cooperation Programme.

## 4. Target Groups

### 3) 4.1. Within the countries of the Programme where the project is implemented

Communication activities primary should be directed to:

#### Group A: Internal public

- Representatives of 4<sup>th</sup> INDUSTRIAL REVOLUTION project partnership
- Subcontractors
- The staff of management bodies of INTERREG V-A Greece – Bulgaria 2014 2020 Cooperation Programme (Managing Authority of European Territorial Cooperation Programmes, Joint Secretariat Cooperation Programme Interreg V-A "Greece-Bulgaria 2014-2020", in Thessaloniki, National Authority: Hellenic Republic Ministry of Economy and Development, Ministry of Regional Development, Audit Authority, First Level Control Unit)

#### Group B: External public

##### a) General public & the local population

The first group, general public, is the group with the highest heterogeneity. The more heterogeneous the group is, the same heterogeneity will have to be used in the strategies or ways of dissemination and of communication in general. The common characteristics are that the information has to be clearly defined, easy to understand, in an attractive way and containing only general topics. Another point, which has to be taken into account, is the country's specific info and the spoken language. There is a different need for information in each country. Although the official language of the Programme is English, **it is recommended** that all or part of the information have to be presented in the country's official language as well.

Results of the project have to reach the public in a broad sense on a regional and national level. According to the budget available, Beneficiaries will decide on tools to use in order to support wide dissemination effect. In case it is not affordable to use expensive media tools (television, radio), all other tools are going to be used to support dissemination.

b) Existing SMEs

All the SMEs within the cross-border area will be able to identify their readiness and adaptability as well as investigate their growth opportunities within the new economic societal and technological global framework under way.

c) Individuals / Young entrepreneurs

The 4<sup>th</sup> INDUSTRIAL REVOLUTION project will support on a priority basis young entrepreneurs with innovative ideas that want to transform them into business practices.

d) Regional & local authorities and policy makers

Policy makers, such as representatives and personnel of public bodies & chambers, are one of the most important target groups as they influence innovation policies. Policy makers who make decisions about defining strategies and policies related to the 4<sup>th</sup> INDUSTRIAL REVOLUTION concept will be targeted. Beneficiaries should involve them right from the beginning of the project and keep them informed about results during the whole period. A list of the potential policy makers should be created by all Beneficiaries.

#### 4) 4.2. **Within the EU**

Furthermore, in a wider aspect at the whole EU territory targeted dissemination activities should be made in order to increase the impact of the 4<sup>th</sup> INDUSTRIAL REVOLUTION project and the dissemination of results.

Opinion leaders, policy makers and public bodies at European level, as well as European institutions & related public bodies at European level should be clearly targeted. For example:

- the European Commission itself (Directorate-General for Employment, Social Affairs and Inclusion, Youth Employment Initiative
- the European Parliament, and in particular members in the following committees: Regional Development, Employment and Social Affairs etc.
- the Committee of the regions
- the European Economic and Social Committee
- and other related entities that will be identified through the implementation of the 4<sup>th</sup> INDUSTRIAL REVOLUTION project.

## 5. Specific Objectives for Each Target Group

### Group A: Internal public

- To ensure a clear understanding of the 4<sup>th</sup> INDUSTRIAL REVOLUTION project
- To ensure foreseen objectives, considering human and financial resources available
- To ensure an integrated approach of all communication tools and thus enable transparent flow of information among the Beneficiaries
- To ensure effective knowledge transfer among all participating Beneficiaries
- To stimulate Beneficiaries' commitment to project mission through the involvement of all Beneficiaries in the same time encouraging increased Beneficiary teamwork
- To support the successful implementation of the 4<sup>th</sup> INDUSTRIAL REVOLUTION project by ensuring an effective and on time communication system
- To facilitate the flow of relevant information
- To simplify work
- To increase participants' understanding of project activities
- To support and motivate the people involved.

### Group B: External public

- To ensure that communication is designed in a way to promote the main idea of the 4<sup>th</sup> INDUSTRIAL REVOLUTION project and to reach relevant stakeholders and target groups
- To ensure an integrated approach of all communication tools available thus enabling proper dissemination of key information about the project to the relevant stakeholders & target groups
- To create visual identity of the 4<sup>th</sup> INDUSTRIAL REVOLUTION project and make sure that all information and publicity activities comply to the Programme's "Information and Publicity Guide" for Final Beneficiaries
- To ensure visibility for 4<sup>th</sup> INDUSTRIAL REVOLUTION project and the Interreg V-A "Greece-Bulgaria 2014-2020" Cooperation Programme at local and national level
- To raise awareness among stakeholders and target groups about the benefits that 4<sup>th</sup> INDUSTRIAL REVOLUTION project can provide to them and to the communities as well
- To encourage active participation of project target groups in project activities
- To ensure that actors & potential stakeholders are equally involved
- To ensure the cooperation and full support of the media of the local, regional and national Media of the two participating countries
- To inform relevant local, regional and national decision makers about the project itself, its goals and results, thus ensuring their cooperation and support to project successful implementation
- To ensure that the beneficiary population is aware of the roles of the Beneficiary and of the EU in the activity
- To raise awareness among the host country population or in Europe of the roles of the Beneficiary and of the EU in delivering aid in a particular context
- To raise awareness of how the EU and the Beneficiary work together to support SME's.



## 6. Communication Activities

The 4<sup>th</sup> INDUSTRIAL REVOLUTION project has foreseen implementation of different types of activities, in order for wider publicity of the project to be accomplished. It includes activities that are designed to disseminate information about the project, promote the action and actions designed to attract stakeholders' involvement and share experiences.

Deliverable No	Type of activity	Who delivers or contributes	Type
<b>Deliverable 2.X.1</b>	Communication Plan	LB & PB <sub>3</sub>	.pdf Document
<b>Deliverable 2.X.2</b>	Communication/Dissemination Material	LB, PB <sub>2</sub> & PB <sub>3</sub>	<ul style="list-style-type: none"> <li>• Promotion Material</li> <li>• Internet Media Campaign</li> <li>• Publications in local electronic or other media for the preventive medicine action in Bulgaria</li> </ul>
<b>Deliverable 2.X.3</b>	Project Website/Platform Design, Development and Updates	LB & PB <sub>3</sub>	Website/Platform
<b>Deliverable 2.X.4</b>	Dissemination Events & Public Conferences	LB, PB <sub>2</sub> & PB <sub>3</sub>	Events/Conferences & Round Table

## 7. Communication Tools chosen

### 5) 7.1. Internal Communication

#### A. Overall Communication Objectives of the Internal Communication

The 4<sup>th</sup> INDUSTRIAL REVOLUTION project Beneficiaries are requested to review, reply to and follow up on project correspondence as soon as possible. If Beneficiaries are unable to respond in full at any given time, a brief acknowledgement should be returned, until a more considered response can be made. This is especially vital in avoiding confusion and any need for repetition, thereby maintaining overall efficiency of the project processes, and all Beneficiaries undertake to respect this guideline.

#### Language

English is the working language of the Programme and of the 4<sup>th</sup> INDUSTRIAL REVOLUTION project. In order to facilitate ease of understanding, to avoid misinterpretation and to encourage project progress, every effort should be made to use clear, concise and simple language in project communication. Information overload should also be avoided.

#### Transparency

Project communication should be open and shared across Beneficiaries as far as possible. This is necessary to ensure that all Beneficiaries are equally clear about project development and because no Beneficiary is at a disadvantage regarding project processes. Beneficiaries are required to provide regular updates on project activities and progress, and to highlight any problems. SEPVE, as the Lead Beneficiary of the 4<sup>TH</sup> INDUSTRIAL REVOLUTION project, has undertaken to consult with beneficiaries to the greatest extent possible on any significant decisions to be made on the project and to keep Beneficiaries informed of project coordination processes.

#### Beneficiaries Profiles

Beneficiaries Profiles are a short piece of text describing the Beneficiary organization and activities, which can be used on shared project materials and at project events. Each Beneficiary should prepare it in English.

#### Support

Project meetings and teleconferences will be used to speed up the process and strengthen the relationship between Beneficiaries.

#### B. General I&P Guidelines for Project Deliverables

All project deliverables should include the following:

- The 4<sup>TH</sup> INDUSTRIAL REVOLUTION project logo at a prominent place



- The textual reference to the sources of financing "The Project is co-funded by the European Regional Development Fund (ERDF) and by national funds of the countries participating in the Interreg V-A "Greece-Bulgaria 2014-2020" Cooperation Programme" with the flags of EU and the two participating countries.



- The disclaimer "The contents of this {publication, study, survey etc.} are the sole responsibility of {Beneficiary Name} and can in no way be taken to reflect the views of the European Union, the participating countries the Managing Authority and the Joint Secretariat".
- The link to the project website.

The identification of different instruments and deliverables for publicity and communication will be used for the assessment of the following activities to be developed throughout the project.

### C. Internal Communication tools

Internal communication between Beneficiaries is ensured through:

- Electronic connections: e-mails, chat on-line

Exchange of e-mails and chat on-line is a very simple and usual way of every day communication among Beneficiaries, but mostly used for simple issues and typical procedures. When it comes to more complicated issues telephone contact might be more suitable and effective.

- Google documents storage

Common project documents will be saved in 4<sup>th</sup> INDUSTRIAL REVOLUTION folder in Google Drive. It is easier to save on cloud documents such as meeting reports, templates, and any other tasks that have to be completed as planned. This would be the best internal communication tool.

- Project Meetings



Internal communication besides face to face meetings will be also organized via zoom conferences. Face-to-face or online meetings should be followed by written minutes for easy implementation of decisions.

- Telephone contact / online meetings

Although the most effective way of communication is to meet in person, Beneficiaries may not be able to do that too often and/ or sometimes decisions cannot wait to be taken until the forthcoming meeting.

Beneficiaries are encouraged to hold frequent short online meetings to check the pending issues status or to react immediately when an issue or problem emerges.

## 6) 7.2. External Communication

### A. Overall Communication Objectives of the External Communication

Based on the **Information and Publicity Guidebook for Project Beneficiaries** of the **COOPERATION PROGRAMME INTERREG V-A: GREECE – BULGARIA 2014-2020**, the overall aims of Information & Publicity actions with regard to EU funding are:

- To acknowledge the role and support provided by the EU Funds.
- To promote an understanding of the objectives and achievements of interventions co-funded by the EU.

Moreover, the general objectives of any Information & Publicity actions concerning the 4<sup>th</sup> INDUSTRIAL REVOLUTION project should be the following:

#### *Raise awareness & Increase knowledge*

This specific objective is to provide awareness to the general public by highlighting the role of the European Community and the Structural Funds of the European Union and by promoting the added value derived from the Community participation in this co - funded Project. Communication will contribute to raise awareness in the fields of economy and financial system. The communication strategy will enable the transfer of knowledge and it will be spread out to a wide public by using website, newsletters, leaflets, social media and the final conference.

#### *Transparency*

This specific objective is to ensure transparency as far as access to the European Funds is concerned.

#### *Equal opportunities and non - discrimination*

This is to ensure accessibility and as far as visibility implementation is concerned. The objective of non-discrimination refers to the prohibition of any discrimination based on any ground such as sex, race, color, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation. Article 19 of the Treaty on the Functioning of the EU provides the legal base for EU legislation combating discrimination. Moreover, Article 7 of Regulation 1303/2013 refers to the promotion of equality between men and women and non-discrimination. Mainstreaming gender and non-discrimination on project level and particularly in communication strategy is a key factor in successful dissemination of project results. In particular, accessibility is ensuring that disabled people can access the communication channels (website, promotional material, venues etc.) and that there are no barriers that prevent this. In other words, making something accessible means providing alternative means (formats or options) to access what's on offer if the "standard" offer is not accessible. The best way to embed inclusive communications across the project lifecycle is to develop an inclusive communication policy that clearly sets out a commitment to inclusion. The length and complexity of this policy will be determined by many factors, i.e. nature of project, profile of main target groups, size of partnership, scope of beneficiary institutions, budget resources, human resources, etc.

Examples of promoting accessible and inclusive communication at project level:

- Accessibility of venues: make sure that any conference/seminar/meeting rooms or other venues are accessible and reachable.
- Accessibility of information material: some audiences may need alternate formats in order to benefit from the information to be shared, such as larger print, tactile or oral formats for people who are blind or visually impaired. Others may need a modification of the content in order to make use of the information. People with cognitive and developmental disabilities present a widely varied audience whose individual members may benefit from modified content, as well as alternate formats.
- Accessibility of information on the web: many of the suggestions presented to make printed materials more readable and comprehensible can also be applied to documents that are presented on the World Wide Web. Multi-media files on the Web can help reinforce the printed words. For example, an audio version can be provided, where the words are read aloud.

## B. General I&P Guidelines for the External Communication

### *Project's main identity elements*

The creation of a visual identity increases any Project's visibility and recognition. This visual identity includes e.g. the definition of symbols, formats, colours and other elements of a brand signature such as a logo, an acronym related to the full name of the Project and in some cases also a motto (brief statement to express the main idea of the Project). A Project logo constitutes an essential part of the visual identity and shall be used in all Project outputs. European Territorial Cooperation programmes have joined efforts under a harmonised visual brand mark and a common brand name usable in every language: **Interreg**. Interreg is now the brand name for European Territorial Cooperation and should be used publicly as widely as possible. The harmonised Interreg brand will provide greater visibility for Interreg at all levels and towards the widest audience, demonstrating that Interreg makes a difference both locally and at European level, providing largescale evidence that cooperation in Europe brings people closer, makes economies stronger and helps to better preserve our environment.

### **APPLICATION OF VISUAL IDENTITY ELEMENTS**

- Expenditure for I&P activities that do not comply with the requirements described in the Programme's Information and Publicity Guidebook For Project Beneficiaries is considered as ineligible. The Programme reserves its rights to take further steps in case the requirements are violated.
- All Projects or activities financed from the Programme funds have to have an explicit reference to EU contribution, including a reference to the relevant financing sources.  
*e.g. The Project is co-funded by the European Regional Development Fund and by national funds of the countries participating in the Interreg V-A "Greece-Bulgaria 2014-2020" Cooperation Programme.*
- Project Beneficiaries are obliged to send any I&P material to the Communication Officer of the Joint Secretariat
- Information and communication material such as publications, newsletters, brochures, pamphlets etc. must contain a clear indication of the EU's participation on the title page.
- Publications should include references to the body responsible for the information.
- Project Beneficiaries are obliged to send any I&P material to the Communication Officer of the Joint Secretariat
- The Lead Beneficiaries are asked to inform the Communication Officer of the Joint Secretariat and the Managing Authority on public Project events. If possible, staff members of the Joint Secretariat and/or the Managing Authority will participate to these events and offer promotion material.

- Project Logo

All Projects or activities financed from the Programme's funds have to be marked with the logo.

The 4<sup>th</sup> INDUSTRIAL REVOLUTION project logo is as follows:



These objects include: Buildings, Events, Machinery, Equipment, Publications, Information and advertising material, Digital information carriers and material, Television shows, articles and other texts in a technically possible and suitable manner, Advertisements in print or digital media, Souvenirs.

- The logo shall be used in ALL I&P material. This includes .doc, .pdf, .ppt or similar documents, as well as information made available by electronic means and audio-visual material.
- The logo must always be visible. In case it is not possible to mark the produced material with the logo due to distinctive features of this material, at least emblems of and reference to the European Union must be provided.
- Project Beneficiaries must mark their websites or the website(s) financed from the Programme funds with the logo, and provide information on the content of the Project, the beginning and end date of the Project and the amount of the Programme funds to be received.
- Project Beneficiaries must place the logo on documents and certificates that will be distributed during implementation or as a result of any Project, to participants or to the public.
- On digital information carriers the logo must be placed on front page, in introductory scene or picture, and also on the packaging (e.g. packaging of a CD, DVD etc.).

Below are given some specific requirements for the 4<sup>th</sup> INDUSTRIAL REVOLUTION external communication tools.



### C. External Communication tools & Visibility

The communication strategy involves a whole set of activities and promotional activities, such as the production of printed material, publications etc. Furthermore, direct communication measures include the participation of project Beneficiaries at events and conferences where the project results are presented.

Below are the communication tools suggested to the 4<sup>th</sup> INDUSTRIAL REVOLUTION project and guidelines for their use, based on the Programme's Guidebook:

- a. Promotional Material (Leaflets/Publications, folders, blocks, pens, banners, posters, USB, Press Releases)
- b. Project Website/Platform Design, Development and Updates
- c. Conferences & Dissemination Events
- d. Promotion to Social Media (suggested).

In the following sections there are guidelines for correct use of the communication tools based on the INTERREG V-A "Greece-Bulgaria 2014-2020" Cooperation Programme Guidebook.

#### Information Material (Leaflets, folders, blocks, banners)

##### Leaflets

The leaflets will comprise the general information of the project, remarking specially its main goals and activities. It will be published in English and translated in each Beneficiary's official language to enhance its use. Leaflets can be disseminated in every given opportunity such as meetings with main actors, events, conferences, seminars, to interested visitors, etc. Leaflets will be distributed - as promotional material- to events, closing conference, etc.

The project's leaflets, brochures and flyers should contain at least the following;

- The Interreg project logo and slogan (in case of existence)
- The textual reference to the sources of financing "The Project is co-funded by the European Regional Development Fund (ERDF) and by national funds of the countries participating in the Interreg V-A "Greece-Bulgaria 2014-2020" Cooperation Programme" with the flags of EU and the two participating countries.
- The disclaimer "The contents of this publication are sole responsibility of <Beneficiary's name> and can in no way be taken to reflect the views of the European Union, the participating countries the Managing Authority and the Joint Secretariat".
- The link to the project website.

Leaflets, produced in the framework of the project, may be bilingual (EN/EL and/or EN/BG) or trilingual (EN/EL/BG). In any case, the existence of the material in English is obligatory.

##### Folders

There is no specific guidance regarding the format of stationary sets. However, they should contain at least the following:

- The Interreg project logo and slogan (in case of existence).
- The textual reference to the sources of financing.

In case it is impractical on small surfaces to use the Interreg logo and the textual reference to the sources of financing with the flags of EU and the two participating countries, the usage of the EU emblem only is expected.

### **Promotional items**

Promotional items (such as pens, USB sticks, etc.) should be distributed when specified in the communication strategy of the 4<sup>th</sup> INDUSTRIAL REVOLUTION project. The promotional items should be clearly identified with the Interreg project logo. On promotional items, where it is not possible to include all information, at least the EU flag should appear. Before taking any decision on the production of such items project beneficiaries are requested to consult the JS Communication Officer.

### **Event material (Banners & Posters)**

According to Interreg V-A "Greece-Bulgaria 2014-2020" Cooperation Programme guidelines, the 4<sup>th</sup> INDUSTRIAL REVOLUTION project Beneficiaries who organise or participate in events such as conferences, fairs and exhibitions, should contain at least the following on all event materials:

- The Interreg project logo and slogan (in case of existence).
- The textual reference to the sources of financing "The Project is co-funded by the European Regional Development Fund (ERDF) and by national funds of the countries participating in the Interreg V-A "Greece-Bulgaria 2014-2020" Cooperation Programme" with the flags of EU and the two participating countries.
- The link to the project website.

For the production of posters, the Programme provides Project Beneficiaries with an on-line Poster Development Tool. The use of the tool by the Project Beneficiaries is optional.

### **Newsletters/ Press Releases/Publications/ Announcements**

Newsletters, Press Releases, Publications and Announcements will be issued when specified in the communication strategy of the project. The newsletters may be mailed in electronic form or be posted on the project's website. The newsletter should contain at least the following:

- The Interreg project logo and slogan (in case of existence).
- The textual reference to the sources of financing: "The Project is co-funded by the European Regional Development Fund (ERDF) and by national funds of the countries participating in the Interreg V-A "Greece-Bulgaria 2014-2020" Cooperation Programme" with the flags of EU and the two participating countries.
- The disclaimer: "The contents of this publication are sole responsibility of <Beneficiary's name> and can in no way be taken to reflect the views of the European Union, the participating countries the Managing Authority and the Joint Secretariat".

- The link to the project website.

### Promotion to Social Media

Social media will be used to inform and stay connected with relevant professionals, policy makers and scientific/technical communities as well as reach out to an interested general public and media. It is an ideal outreach channel(s) to support and amplify all elements of the dissemination strategy and key project milestones.

Apart from the traditional methods and techniques of communication, the Internet offers an array of modern opportunities to promote the Projects: the so-called social media e.g. Facebook, Twitter, LinkedIn, etc. In order to include in the communication strategy the use of social media, a specially designed strategy will be developed. The Project's background and co-funding sources shall be highlighted in the Project's social media web-pages, including:

- a reference to the Cooperation Programme and the EU co-funding: "The project is implemented in the framework of the Interreg V-A "Greece-Bulgaria 2014-2020" Cooperation Programme and is co-funded by the European Regional Development Fund and by national funds of the countries participating in the Programme"
- a short description about the Project: its nature, goals, benefits; expected results.
- links to: the project's website; the Programme's website and the institutional websites of the Project Beneficiaries.

### Developing the project website/platform

Websites are invaluable tools for the Projects and during time they become the first source of information. Thus, the development of a structured website is an essential part of the 4<sup>TH</sup> INDUSTRIAL REVOLUTION Project.

The name of the website shall be short and memorable. It will run under its own Project domain (e.g. [www.4thindustrialrevolution.eu](http://www.4thindustrialrevolution.eu), if available).

4<sup>TH</sup> INDUSTRIAL REVOLUTION website will be developed by the Lead Beneficiary (SEPVE), with the support and contributions of project Beneficiary No3 (REGIONAL CHAMBER OF SKILLED CRAFTS ASSOCIATION, HASKOVO).

The project's website will be developed to serve both as a meeting point among Beneficiaries, stakeholders involved and beneficiaries and as a channel for interacting, exchanging knowledge and creating awareness. It will contain, among others, relevant information, Beneficiaries involved, useful links, related events and publishable results. The website will be continuously updated including all necessary information and outcomes of the project. This tool could be reached by all target groups and will be rather effective.

The website will be launched in English, which is the official language of the Programme, with the possibility of using also the languages of the participating countries, Greece and Bulgaria.

The Project's webpage must:

- provide information about the Project, its nature, goals, procedures, benefits and the expected results;
- include a short description of the Programme. The following description taken from the Programme's website may be used for this purpose:
  - o <https://old-2014-2020.greece-bulgaria.eu/minisite/#en-press>
  - o [https://old-2014-2020.greece-bulgaria.eu/com/4\\_A-few-words-about-our-Programme](https://old-2014-2020.greece-bulgaria.eu/com/4_A-few-words-about-our-Programme);

In case the Project Beneficiaries decide to use a different text for this use, it shall be discussed and approved by the JS.

- include some basic information for the Beneficiaries and their contact details;
- have a category under which one can find the produced communication material such as: press releases, newsletters, invitations, posters, fact sheets, photos and links);
- have a category under which one can find the project's main deliverables (surveys, strategies, studies, platforms, networks etc.), which should also be available for download. In case on-line applications, platforms, databases, networks etc., are developed/produced by the project, these tools should be linked to the project website (users should be able to access them through the project website). In addition, a short description-presentation of these tools should be provided in English.
- be in compliance with the General Data Protection Regulation (GDPR).

Last but not least, it must refer to the Cooperation Programme and the EU co-funding. This includes the Programme logo along with the textual reference to the sources of financing: "The Project is co-funded by the European Regional Development Fund and by national funds of the countries participating in the Interreg V-A "Greece-Bulgaria 2014-2020" Cooperation Programme". Both must appear on the homepage (front page) of the Project's webpage. The website has to be linked with the Programme's website (redirection via the Programme's logo that should be included in a prominent place).

There is also a need for a disclaimer on the bottom of the homepage that the material on the website does not necessarily reflect the official position of the EU, the Managing Authority, the Joint Secretariat and the participating countries. This disclaimer should include the following: "This webpage has been produced with the financial assistance of the European Union. The contents of the webpage are sole responsibility of <Beneficiary's name> and can in no way be taken to reflect the views of the European Union, the participating countries the Managing Authority and the Joint Secretariat".

The beneficiaries need to make available at least the links to the following websites:

- the website dedicated to EU Regional Policy: [https://ec.europa.eu/regional\\_policy/en/](https://ec.europa.eu/regional_policy/en/)
- the Programme's website: <http://www.greece-bulgaria.eu>
- the institutional websites of the Project Beneficiaries.

The link to the Project website must be made available also on the Project Beneficiaries' official websites.

### Events and conferences

Based on the programme's information and publicity guidebook, at least one conference (if it is one then it must be the final conference) must be organised in order to inform the public about the results achieved during the Project implementation. This activity must include press release available in English, Greek and Bulgarian and audiovisual material (photos, video etc.). The Project Beneficiaries must inform in advance (at least 10 days before the set date) both the Communication Officer and the Project Officer about the any event related to the Project's activities. The Interreg project logo, as well as the reference to the sources of financing (The project is co-funded by the European Regional Development Fund and by national funds of the countries participating in the Programme) should appear on all documents, publications, presentations, or other materials made available during the event. The results achieved in the frame of the project will be presented and key players, policy makers and technical experts will be invited to discuss the most relevant conclusions of the project. Exact place and date will be decided during the project lifetime.

## 8. Completion of the Communication Objectives

All communication activities will be subject to a regular follow-up, so that the results can be evaluated and improved where necessary. A set of indicators have already been defined for each type of communication tool as summarized in the table below:

INDICATOR		TARGET VALUE
No of Project's Communication Plan		1 Project's Communication Plan (in English)
No of printed material (Folders, Blocks, Pens, Banners, Posters, Leaflets/Publications, USB)		According to project's Justification Of Budget/JOB
No of Press Releases		min. 1 per event
No of web-site/platform visitors		min. 100 per year
No of project coordination meetings		5 meetings
No of Dissemination Events & Pubic Conference		3 LB & 1 PB <sub>3</sub>
Tool	Outputs indicators	Results indicators
Promotion to Social Media	Number of posts uploaded	Number of visits
Website/Platform	Number of pages published Regular updates	Number of visits
Events	Number of events organized	Number of participants to the events

## 9. Provisions for Feedback

### 7) 9.1. Monitoring

Even when the Communication Plan is completed and implemented successfully, it does not mean that the work is ready and we can file our strategy away. Besides of that kind of monitoring, Beneficiaries also have to prove that all of the planned and arranged material was published.

Therefore, all Beneficiaries must collect the following documents related to the project:

- Minutes, agendas, photos, list of participants after meetings, seminars and other events.
- In case of media presence the following documents have to be collected:
- Copy of the published article (press release)
- Link to the published article on the internet
- Interview in the radio and on TV: memo of the content of the interview and the exact date and time of the interview
- Every other record or file constituting proof for the dissemination activity.

All dissemination activities have to be monitored, so all Beneficiaries should keep records of their activities.

### 8) 9.2. Evaluation

Every communication strategy requires continual evaluation and up-dates. To start with, partners must monitor the implementation of the 4<sup>th</sup> INDUSTRIAL REVOLUTION strategy. This means making sure that all tactics are being implemented on time and as planned, and making any adjustments necessary to achieve this.

Secondly, Beneficiaries must regularly evaluate whether their tactics are actually helping them achieve their objectives and their overall goal. They have to get the feedback from the target groups, to see if all spending was completed in a cost effective way and also to study the risk analysis and make modifications in the communication plan and work accordingly in the forthcoming period if needed.

## 10. Resources

### 9) 10.1. Human Resources

#### 4<sup>th</sup> INDUSTRIAL REVOLUTION Project Communication Team

The 4<sup>th</sup> INDUSTRIAL REVOLUTION project Communication Team consists of **12 (twelve)** members in total consisting of:

- **7 (seven)** members from the **ASSOCIATION OF INFORMATION TECHNOLOGY COMPANIES OF NORTHERN GREECE (LB)**
- **3 (three)** members from the **CENTRE FOR RESEARCH AND TECHNOLOGY HELLAS / INFORMATION TECHNOLOGIES INSTITUTE (PB2)**, and
- **2 (two)** members from the **REGIONAL CHAMBER OF SKILLED CRAFTS ASSOCIATION, Haskovo (PB3)**.

The sound management procedures of the 4<sup>th</sup> INDUSTRIAL REVOLUTION project must ensure that information to all PBs is provided in time so that all PBs can participate equally and quickly solve problems that may occur.

The fact that there are only 3 PBs (at least one from each country) in this project is a very positive factor.

The project uses simple yet efficient management and coordination procedures on different operational levels:

- **1st level - Procedures for decision-making and coordination:**
  - a) Project Steering & Monitoring Committee (PSMC) composed of representatives of all PPs (and if necessary of the representatives of the key stakeholders).
  - b) The PSMC is responsible for monitoring the project and the quality control and approval of the deliverables on the basis of achieving the output and result indicators.

The PSMC will meet at regular basis to:

- a) pinpoint problems and adopt corrective measures,
- b) take decisions on any changes on the deliverables and/or the budget.

- **2nd level - administrative management:**

LB will appoint a Project Manager who will have the responsibility for the coordination and proper implementation of the entire project. Each PB will also appoint a contact person as a communication link in the partnership. The communication takes place: a) through regular meetings (in person and/or via skype meetings. In person meetings will take place every 6 months) and b) contact by email/tel.

The LB will also appoint a Financial Manager responsible for an adequate and orderly project accounting, for properly financial managing of the budget, for monitoring project financial progress and internal handling of the ERDF funds/national co-financing.



The LB will prepare and submit to the JS the Progress Reports, on a 6-month basis, with the active involvement and cooperation of PB<sub>2</sub> & PB<sub>3</sub>.

Effective communication is often the foundation of successful projects. Good communication can unite team members and stakeholders to a project's strategy, objectives and budget. It can also enable everyone involved in the project to understand his or her roles, which may make them more likely to support the project. Without effective communication, projects can incur more risk and fail to meet desired outcomes.

### **4<sup>th</sup> INDUSTRIAL REVOLUTION Project Communication Team & Responsibilities:**

- The 4<sup>th</sup> INDUSTRIAL REVOLUTION Project Communication Team takes all the appropriate Information and Publicity measures.
- The Project Communication Team decides what to include in the communication strategy and develop an inclusive communication policy that clearly sets out a commitment to inclusion.
- The Project Communication Team identifies relevant target groups.
- All members of the Project Communication Team are obliged to perform transparent and on time flow of information in order to secure the effective work of the Project Communication Team, decision making procedures and successful implementation of the communication strategy.
- The internal communication will be performed by using the Project Communication Team mailing list (mail addresses of all Project Communication Team members).
- In case there is a need for urgent and/or additional meeting, the Lead Beneficiary will organize such meeting upon the request of any member of the Project Communication Team.
- The Project Communication Team can have its meetings through videoconference, Skype, telephone, etc.
- All members must attend the Project Communication Team meetings. In case a member is prevented from attending the meeting, he may authorize another person to replace him by fully transferring the rights and responsibilities (substitute / replacement).

**4<sup>th</sup> INDUSTRIAL REVOLUTION Project Communication Team**

No	Beneficiary	Contact Person	Position	E-Mail	Phone	Mobile Phone	Fax	Address
1	Association of Information Technology Companies of Northern Greece (SEPVE)	Theofilos Milonas	President of SEPVE	t.milonas@sepve.org	+ 30 2310 365130	-	-	Technopolis Thessaloniki Business Park, Building C2 57001, Thermi, Greece
2	Association of Information Technology Companies of Northern Greece (SEPVE)	Konstantinos Kaggelides	Vice president of SEPVE	k.kaggelides@sepve.org.gr	+ 30 2310 365130	-	-	Technopolis Thessaloniki Business Park, Building C2 57001, Thermi, Greece
3	Association of Information Technology Companies of Northern Greece (SEPVE)	Fotini Petmeza	Staff Member	f.petmeza@sepve.org	+ 30 2310 365130	-	-	Technopolis Thessaloniki Business Park, Building C2 57001, Thermi, Greece
4	Association of Information Technology Companies of Northern Greece (SEPVE)	Georgios Moulkas	Staff Member	g.moulkas@sepve.org	+ 30 2310 365130	-	-	Technopolis Thessaloniki Business Park, Building C2 57001, Thermi, Greece
5	Association of Information Technology Companies of Northern Greece (SEPVE)	Eleni Feleki	Staff Member	efeleki@hotmail.com	+ 30 2310 365130	-	-	Technopolis Thessaloniki Business Park, Building C2 57001, Thermi, Greece
6	Association of Information Technology Companies of Northern Greece	Athanasios Papatotis	External Expert	T.Papatotis@euroconsultants.com.gr	+30 2310 804 123	+30 6976791 874	+30 231080 4100	21, Antonis Tritsis Str. 57 001, Pylaia Thessaloniki, GREECE
7	Association of Information Technology Companies of Northern Greece	Danai Koloniari	External Expert	d.koloniari@euroconsultants.com.gr	+30 2310 804 013	+30 694410 3219	+30 231080 4100	21, Antonis Tritsis Str. 57 001, Pylaia Thessaloniki, GREECE
8	Centre for Research and Technology Hellas (CERTH) [PB2]	Dr. Dimitrios Tzovaras	CERTH President of the Board, Researcher A' Grade	Dimitrios.Tzovaras@iti.gr	+30 2311 257777	-	+30 2310 474128	6th km Harilaou - Thermi, 57001, Thermi - Thessaloniki, Greece
9	Centre for	Dr.	Researcher	djoannid@iti.gr	+30 2311	-	+30	6th km

	Research and Technology Hellas (CERTH) [PB2]	Dimosthenis Ioannidis	Grade C'		257750		2310 474128	Harilaou - Thermi, 57001, Thermi - Thessaloniki, Greece
1	Centre for Research and Technology Hellas (CERTH) [PB2]	Dr. Marija Jankovic	Postdoctoral Research Associate	jankovicm@iti.gr	+30 2311 257763	+30 698 965 6678	+30 2310 474128	6th km Harilaou - Thermi, 57001, Thermi - Thessaloniki, Greece
1	REGIONAL CHAMBER OF SKILLED CRAFTS ASSOCIATION, Haskovo	Maria Malchanova	Chairwoman / Project Manager	maria_bialkova@abv.bg	-	++359 878663 957	-	5, Yane Sandanski str., Haskovo, Bulgaria
1	REGIONAL CHAMBER OF SKILLED CRAFTS ASSOCIATION, Haskovo	Galina Malchanova	Team Member	galina.gh77@gmail.com	-	++359 886704 437	-	5, Yane Sandanski str., Haskovo, Bulgaria

## 10) 10.2. Financial resources

Particular attention should be paid on detailed budgeting of communication tools and actions per Beneficiary/ activity/ year of project's implementation and type of cost.

The 4<sup>th</sup> INDUSTRIAL REVOLUTION project has established a balanced budget which allows every local Beneficiary to produce their planned information tools & actions.

The total budget of the 4<sup>th</sup> INDUSTRIAL REVOLUTION project that will be used to address the information and publicity measures is: **67.440,00 €** which represents around **18,37 %** of the overall project's budget (**367.000,00 €**).

In more detail:

- **36.575,00 €** of the total budget of the ASSOCIATION OF INFORMATION TECHNOLOGY COMPANIES OF NORTHERN GREECE (LB)  
{≈21,02 % of the overall budget},
- **9.365,00 €** of the budget of the CENTRE FOR RESEARCH AND TECHNOLOGY HELLAS / INFORMATION TECHNOLOGIES INSTITUTE (PB2)  
{≈11,08 % of the overall budget}, and
- **21.500,00 €** of the budget of the REGIONAL CHAMBER OF SKILLED CRAFTS ASSOCIATION, Haskovo (PB3)  
{≈19,81 % of the overall budget},

have been allocated for the implementation of the communication activities.

## Deliverable D.2.1

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The budget includes expenditures on preparation of publicity and information materials; events/conferences including all the necessary organisation costs (catering, photos, technical support and reporting of the event, translations, travel and accommodation costs of invited speakers, experts if applicable, support materials; promotion through social media, translation of the project website/platform, etc.).

In the following Tables there is analyzed, in more details, the available budget per Beneficiary for the project's information and publicity activities:

## Allocation of Budget of LB (PB<sub>1</sub>): ASSOCIATION OF INFORMATION TECHNOLOGY COMPANIES OF NORTHERN GREECE (SEPVE), for WP<sub>2</sub>

WP	Del.	Budget line	Item	Brief justification of the expenditure (Max 350 Characters)	Quantity of item (Nr.)	Time of item	Cost per item (€)	Total Cost
WP <sub>2</sub>	D2.1.1	Staff Costs	Real Costs - Administrative staff	Preparation of/Contribution to Communication Plan (time of item – man-months)	1	20,00	25,00 €	500,00 €
WP <sub>2</sub>	D2.1.1	Office and Administration	Flat Rate	Costs (office supplies, utilities, communication & bank charges) for Preparation of/Contribution to Communication Plan (time of item – man-months)	1		75,00 €	75,00 €
WP <sub>2</sub>	D2.1.1	External Expertise and Services	Communication/Dissemination material	Development of Project's Communication Plan	1		3.000,00 €	3.000,00 €
WP <sub>2</sub>	D2.1.2	Staff Costs	Real Costs - Administrative staff	Preparation of/Contribution to Promotion Material (time of item – man-months)	1	60,00	25,00 €	1.500,00 €
WP <sub>2</sub>	D2.1.2	Office and Administration	Flat Rate	Costs (office supplies, utilities, communication & bank charges) for the Preparation of/Contribution to Promotion Material, for the whole duration of the project	1		225,00 €	225,00 €
WP <sub>2</sub>	D2.1.2	External Expertise and Services	Communication/Dissemination material	External Expert(s) for the preparation, design, translations, editing & production of the printed & electronic promotion material (including project Folders, Blocks, Pens, Banners, Posters, Leaflets/Publications, USB, Press Releases), for the whole duration of the project	1		7.600,00 €	7.600,00 €
WP <sub>2</sub>	D2.1.2	Equipment	Office Equipment	Necessary Equipment (2 Laptops, incl. OS, office package & antivirus programme / 1 Multifunctional Device / 1 Camera / 1 Multimedia Device) for all project's Communication Activities, throughout the duration of the project	1		4.000,00 €	4.000,00 €
WP <sub>2</sub>	D2.1.3	Staff Costs	Real Costs - Administrative staff	Project's Website/ Platform Design, Development & Updates (time of item – man-months)	1	20,00	25,00 €	500,00 €
WP <sub>2</sub>	D2.1.3	Office and Administration	Flat Rate	Costs (office supplies, utilities, communication & bank charges) for the Project Website/ Platform Design, Development & Updates	1		75,00 €	75,00 €
WP <sub>2</sub>	D2.1.3	External Expertise and Services	Technical or scientific Expertise	Cost of External Expert(s) for Project Website/ Platform Design, Development, Translations & Updates (time of item - external expert man-months)	1		10.000,00 €	10.000,00 €
WP <sub>2</sub>	D2.1.4	Staff Costs	Real Costs - Administrative staff	Preparation of Dissemination Events & Public Conferences (time of item – man-months)	1	40,00	25,00 €	1.000,00 €

## Deliverable D.2.1

WP2	D2.1.4	Office and Administration	Flat Rate	Costs (office supplies, utilities, communication & bank charges) for the Preparation of Dissemination Events & Public Conferences	1		150,00 €	150,00 €
WP2	D2.1.4	Travel and Accommodation	Transportation	Transportation Costs for Travel & Participation in 1 Dissemination Event/Public Conference	1	1,00	250,00 €	250,00 €
WP2	D2.1.4	Travel and Accommodation	Daily Allowance	Daily Allowance Costs during Travel to 1 Dissemination Event (5 people)	1	5,00	40,00 €	200,00 €
WP2	D2.1.4	External Expertise and Services	Event organisation	Cost of External Expert(s) for the Preparation of 2 Dissemination Events & Public Conferences (time of item - external expert man-months)	3	2,00	2.500,00 €	7.500,00 €

**Allocation of Budget of PB2: CENTRE FOR RESEARCH AND TECHNOLOGY HELLAS/INFORMATION TECHNOLOGIES INSTITUTE, for WP2:**

WP	Del.	Budget line	Item	Brief justification of the expenditure (Max 350 Characters)	Quantity of item (Nr.)	Time of item	Cost per item (€)	Total Cost
WP2	D2.2.2	Staff Costs	Real Costs - Administrative staff	Supervising communication & dissemination (including material creation), marketing	1	140,00	25,00 €	3.500,00 €
WP2	D2.2.2	Office and Administration	Flat Rate	Office and Administrative Costs	1		425,00 €	425,00 €
WP2	D2.2.2	External Expertise and Services	Communication/Dissemination material	Material (posters, leaflets printing, material) for the organization of seminars/workshops	1		3.000,00 €	3.000,00 €
WP2	D2.2.4	Travel and Accommodation	Transportation	Participation in Dissemination & Publication Events (Conferences/Workshops) in (4 travels of 2 people)	4	1,00	130,00 €	520,00 €
WP2	D2.2.4	Travel and Accommodation	Accommodation	Participation in Dissemination & Publication Events (Conferences/Workshops) in (4 travels of 2 people)	8	2,00	75,00 €	1.200,00 €
WP2	D2.2.4	Travel and Accommodation	Daily Allowance	Daily allowance for the workshops/conferences participation (4 travels of 1-2 people)	8	2,00	45,00 €	720,00 €

**Allocation of Budget of PB3: REGIONAL CHAMBER OF SKILLED CRAFTS ASSOCIATION, Haskovo, for WP2:**

WP	Del.	Budget line	Item	Brief justification of the expenditure (Max 350 Characters)	Quantity of item (Nr.)	Time of item	Cost per item (€)	Total Cost
WP2	D2.3.1	External Expertise and Services	Technical or scientific Expertise	Cost of External Expert(s) for Contribution to project's Communication Plan (time of item - external expert manmonths)	1,25		1.200,00 €	1.500,00 €
WP2	D2.3.2	Staff Costs	Real Costs - Other	Preparation of/Contribution to Promotion Material (time of item - hours)	1	140,00	10,00 €	1.400,00 €
WP2	D2.3.2	Office and Administration	Real Costs - Other	Preparation, Editing, Printing & Creation of Promotion Material (printed & electronic)	1		350,00 €	350,00 €
WP2	D2.3.2	External Expertise and Services	Communication/Dissemination material	Preparation, Editing, Printing & Creation of Promotion Material (printed & electronic)	1		6.000,00 €	6.000,00 €
WP2	D2.3.3	External Expertise and Services	Technical or scientific Expertise	Cost of External Expert(s) for Project Website/Platform Design, Development, Translations & Updates (time of item - external expert manmonths)	1		5.000,00 €	5.000,00 €
WP2	D2.3.4	Staff Costs	Real Costs - Other	Preparation of Dissemination Events & Public Conferences (time of item - hours)	1	140,00	10,00 €	1.400,00 €
WP2	D2.3.4	Office and Administration	Real Costs - Other	Costs (office supplies, utilities, communication & bank charges) for the Dissemination Events & Public Conferences	1		350,00 €	350,00 €
WP2	D2.3.4	External Expertise and Services	Technical or scientific Expertise	Cost of External Expert(s) for the preparation & organization of 2 Dissemination Events & Public Conferences (time of item - external expert manmonths)	1		5.500,00 €	5.500,00 €