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1. Overview of the project

The BEAT project has been financed at the Call for proposal 2017 Standard+ Priority Axis of Interreg V Italia-Croazia 2014-2020 Programme.

The main aim of the project is to strengthen innovation processes of main economic actors and cooperation levels between SMEs, cluster and research centers, universities operating in Italy and Croatia, as qualified segments of shipbuilding and maritime sectors of blue value chain.

By capitalizing the feasibility study implemented in the Blue Tech project approved under the Target call on Adriatic IPA cross-border cooperation 2007–2013, the partnership aims at creating a cross-border cluster in maritime and shipbuilding sectors including actors and SME’s in other sectors of blue sector chain. The project BEAT enhances the creation of a cross-border cluster in value chain characterized by a wide variety of main sectors.

The partnership is expected to achieve the following outputs:

- Involvement of 30 firms for the creation of a cross-border cluster in shipbuilding and maritime sector;
- Involvement of 2 research institutions participating in cross-border innovation initiatives, cross-border training activities on blue technologies, depth analysis of the selected SMEs regarding their innovation capabilities, to improve their organizational and managerial routines to better manage their innovation processes;
- 2 open training sessions on organizational and managerial routines that foster innovation;
- Involvement of 60 SMEs, 90 participants that will take part to open training sessions, 2 research institutions and 5 local, regional/national authorities in charge of cluster initiatives.

Project solutions go into the direction of implementing integrated, interconnected, homogeneous networks for maritime technologies and shipbuilding sectors in order to facilitate the identification of joint innovation path, promoting network/clustering between SMEs, universities/research centers, port authority related to Blue Growth.
2. Capitalization strategy

BEAT project proposal capitalizes the Priority 1 of the Program IPA Adriatic CB 2007 – 2013 aimed to strength the economy and social bodies in the Adriatic area through innovation and increasing of competitiveness of the productive system, thanks to the implementation of the following projects:

1. “Cluster Club” focused on the policy of the clustering in the maritime sector thanks to an activity of mapping of SMEs and Research/technology centres in the shipbuilding sector located in EUSAIR area: an interactive map containing more than 50 centres of excellences was published on a dedicated website.

2. “Smart Inno” implemented an intelligent platform for the monitoring and promotion of SMEs innovation in specific sectors: the platform presented a stakeholder map with more than 300 research-technology centres, SMEs, cluster, etc.

3. “AdriMob” aimed at encouraging the development of sustainable transport system along the Adriatic coast promote EUSAIR Blue Growth Strategy targets through the web platform.

4. “Blue Tech” contributed to the development of a macro regional Cluster in the green shipbuilding technologies sector in the Adriatic-Ionian area through the development of a feasibility study, a networking platform, consultation and promotion in the territory. The partnership intended to support the development of the green shipbuilding technologies through the promotion of clustering policies in this specific sector as a worldwide competitive advantage for the Adriatic and Ionian enterprises, fostering innovative technology solutions and incentivising networking activities for the development of common strategies and projects among cluster and SMEs.

BEAT proposes to capitalize the experience of the above mentioned projects on two levels:

- The analysis of mapping concerning “Green technologies and new materials in the field of shipbuilding” in the Adriatic-Ionian Macro Region, in relation to three actions: analysis of the policies, analysis of cluster's features and forms of governance, and study of the green technologies and technological trajectories. The aim is to enhance the competitiveness of the firms involved in the blue value chain based on technological frontiers explored and promoting new innovation management solutions in order to adopt blue technologies in a cross-border cluster setting (WP4 action- Analysis of the innovation capabilities of blue SMEs and enhancement of their innovation skills). The technological scenarios identified in previous projects – in particular Blue Tech – allow addressing innovation analysis and promotion in the BEAT project, taking into consideration how the shipbuilding is characterized from a technological and business point of view.
Identification and mapping of the most relevant enterprises and stakeholders (centres of excellences, policy makers, universities...) operating in the shipbuilding sector and identification of the sub set activities developed in the Macro –regional area with the aim to create a cross – border cluster in maritime and shipbuilding sectors including operators of other sectors operating in the same “blue value chain” (WP 3 - Cross border cluster development on maritime technologies/blue technologies for knowledge sharing). This map will be used in order to further enhance the macro-regional collaboration innovation-wise and to support the development of a transnational cluster in the shipbuilding sector taking into account the structure of the “blue value chain”, its technological dynamics (in synergies with WP4) and the key actors promoting innovation within the blue value chain.
3. Communication and Dissemination Strategy

3.1 General objectives and responsibilities

The main goal of the Dissemination and Communication Plan is to raise awareness of the project activities. Publishing and disseminating the results of the project and attracting the major stakeholders to events and activities organised by the partnership, we intend to guarantee:

> maximum impact of the project itself during its lifetime (18 months)

> sustainable benefits to the stakeholders involved

This document is elaborated in order to generate an effective communication strategy aimed at widespread dissemination of BEAT objectives, activities and results between partners and audience involved in project implementation using different communication channels.

Communication plan contains activities' description as planned in Workpackage 2 in the approved application form, guidelines for official logos and visual identity elements, templates and formats.

An effective communication objective should therefore be **SMART**:

- **S**pecific: it contributes to the relevant change at the specific objective level

- **M**easurable: it is possible to measure the baseline, the target and, if necessary, the milestones

- **A**chievable: it is possible to achieve the target

- **R**elevant: it contributes to the change at a priority axis and Programme level

- **T**ime-bound: it is available and updated at different points in time

ConCentro is responsible for coordinating the implementation of the communication plan, but all other PPs will be actively involved. Information and publicity measures will be coordinated among the PPs and each PP is equally responsible to ensure the adequate promotion of the project and contribute to the dissemination especially in their own region. They will involve in each territory the referred target group, in order to become good ambassadors for the project in all the project areas.
As communication is a horizontal project task that implies the engagement of all project partners, each project partner will appoint one person responsible for communication setting up a communication board aimed at ensuring a good collaboration system and increasing the impact and visibility of the project.

3.2 Internal and external communication

The Communication plan will act at internal and external level providing a support tool for communication activities, in order to increase both coordination among the partners identifying a common language useful to achieve the expected results and high visibility to the project activities and outputs ensuring high level of accessibility and understanding to all targets.

Internal communication focuses on communication flows within the project partnership, in order to guarantee a good communication and a correct implementation of the project activities. It foresees mailing and quick interpersonal communication (chat, skype call, etc.) as the most appropriate instrument to facilitate the flow of information, simplifying the work and furthering relations and contribution of all the partners involved in the project implementation: a good internal communication management within the partnership is a key for the successful external communication of the project.

External communication, on the other hand, aims at spreading project outputs and results throughout the included regions and to raise awareness in a wider audience of the included area.
3.3 Key messages

A message is a simple and clear idea that has to become a guiding principle for all kinds of communication – everything from the content of leaflets, brochures and websites to the agenda for a media interview, to conversations with stakeholders.

A message should be:

- Short
- Attractive
- Easy to remember
- In line with the purpose of the project.

Identifying and launching BEAT core messages, around which the communication objectives will revolve, is a major challenge for the communication & dissemination plan.

Taking all these prerequisites into consideration, three potential core messages for BEAT are:

1. Blue economy plays an essential role for the regional growth.
2. Cross-border cooperation is essential to enhance the competitive advantage of SMEs operating in shipbuilding and maritime sector;
3. Training in organizational and managerial capabilities enhances SMEs' innovation processes.
3.4 Target groups

Projects outputs and results must be visible, transferable, durable, taking into account inputs deriving from the involvement of key target groups. A target group is a clearly identified audience that has an interest in the project, either directly or indirectly: they might benefit from the project outputs and results or their involvement might even be necessary to ensure the durability of the project results.

Target audience will differ depending on the nature of the message to be communicated and appropriate tools will be used to reach and engage each audience.

To sustain an effective communication strategy, projects should be concerned with stimulating a lifelong relationship with the target groups. These relationships should be:

- Directed to the real target that benefit from the communication;
- Committed, regular, true and transparent;
- Realistic and coherent with the purposes and promises of the project;
- Based on common knowledge, mutual feedback and evaluation.

The target audience for each activity will comprise one or more of the following groups:

- SMEs
- Universities
- Technology transfer institutions and research institutions
- Economical Associations
- Innovation Agencies
- R&D Centers of excellence
- Regional and local development Agencies
- Chambers of commerce
- Local, regional and national public authorities
4. Communication activities and tools

Activities and tools for the implementation of the communication plan have been divided into four groups according to their specific objective:

- WP2 Act. 2.1. Start-up activities
- WP2 Act. 2.2. Media Relations and publications
- WP2 Act. 2.3. Digital activities including social media
- WP2 Act. 2.4. Public events

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<th>ACTIONS REQUIRED</th>
<th>OUTPUT INDICATOR</th>
<th>KPI</th>
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| 2.1 - Start-up activities | By 31/07/2018  
C 1.1 Capitalisation strategy | Report shared with partners |
|   | By 31/07/2018  
C 1.2 Kick-off meeting in Venice | |
|   | By 31/07/2018  
C 1.3 Set up of branding image and logo | 1) Logo (poster, brochure, invitation ...)  
2) Templates (cover, slides, excel ...) |
|   | By 31/07/2018  
C 1.4 Communication Plan | CP shared with partners |
|   | By the end of summer  
Writing and publication of project’s description on Interreg website | Description published |
| 2.2 - Media relation and publication | By 15/06/2018  
C 2.1 Creation of a media contact list | Media contact list |
|   | By 01/05/2019  
C 2.2 Production of 4 press articles (2 IT/2 HR) and 3 press releases | > 4 press articles > 3 press releases |
|   | C 2.3 Production of brochures | Digital and printed brochure (1000 copies) |
|   | By 01/05/2019  
C 2.4 Production of 1 article on EU magazine | Publication of 1 article on an EU magazine |
|   | By 01/05/2019  
C 2.5 Flyers for SMEs events’ promotion | PDFs, printing, etc. |
| 2.3 - Digital activities | By 15/06/2018  
C 3.1 Creation of a digital toolbox for partners | > A list of hashtags shared with partners via e-mail  
> An image grid for images is available online in a shared folder  
> An editable editorial plan is available online in a shared folder |
|   | C 3.2 Social Media activity (Facebook, Twitter, Instagram, LinkedIn) | > Publication on ConCentro social accounts  
> Production/editing of content to be published on partners’ social accounts |
| 2.4 - Public Events | By 27/06/2018, 16/11/10/2018  
C 4.1 Project poster (A3)  
C 4.2 Presentations at public events + final event | > Dissemination  
> Content |
|   | By 27/06/2018, 16/11/10/2018  
C 4.1 Project poster (A3) | |
|   | By 27/06/2018, 16/11/10/2018  
C 4.2 Presentations at public events + final event | |

Visits  
Publication & Information  
Number of brochures disseminated |

Number of copies printed of the magazine  
Number of flyers disseminated
4.1 WP2 Act. 2.1. Start-up activities

Objective: elaboration of a clear communication strategy by defining goals, keys stakeholders, target groups, media and use of the branding image of the project for the official promotion in order to give a common message to the external audience. The strategy will include also project website management.

Outputs: 1 communication and dissemination plan, branding image and logo.

Duration: February 2018- July 2018

Budget: € 16.126,50

In line with wider EU cohesion policy goals for the current programming period, an aligned branding has been provided by MA including project logo and design templates which have been adapted and implemented. According to Interreg Italy-Croatia Communication Strategy, BEAT branding image must be displayed in project official documents and promotional materials together with European Union and Interreg Italy-Croatia Programme logo, in order highlight that financing is provided from EU (ERDF).

As underlined in the Factsheet n. 8 (Project Communication) all project partners will publish on their institutional websites (where these websites exist) a short description of the project, in English or in their local language. This description will be proportionate to the level of support, including its aims and results, and highlighting the financial support from the Union.

Partners will also include the project logo and the reference to the EU co-financing and, both set in a visible place and complying with the publicity rules. A link to the project website in the Italy-Croatia CBC Programme platform will also be added.

Similarly, project website will be integrated and hosted on the Programme web platform and will have its own domain. Thus, for creating and maintaining the standard project website there will be no fixed costs since these services will be provided by the Programme for free while the projects will have to foresee only some internal/external human resources for updating regularly the project website. This activity does not require any specific technical
skills and the Programme will develop tutorials to help project partners in using the different features of the website.

The Programme will provide a complete website section (calendar, document library, directory, tools etc.) to each selected project, as well as will provide to the projects all the elements to manage and configure their website section (visuals, features, content, social networking, etc.).

While waiting for the new website of the Italy-Croatia Programme hosting projects’ dedicated web-section, relevant news or events can be published in the Programme website, sending to JS Communication Unit the template filled out with information.
4.2 WP2 Act. 2.2. Media Relations and publications
Objective: implementation of a media communication and dissemination programme through the realisation of press releases disseminated to local media thanks to the elaboration of one media contact list.

Outputs: 1 media contact lists, 4 press articles (2 IT+2 HR), 1 article on a EU paper magazine, 3 press conferences during the main relevant project events, 500 printed project flyers, final output brochure.

Duration: February 2018- May 2019

Budget: € 64.185,00

On the basis of the press officers mapping of the individual partners, it will be planned a coordination activity for the press articles of content management and monitoring. The consortium will identify the main media channels in order to promote project's activities and disseminate its results. Press conferences will be organized in occasion of the Kick-off meeting, relevant network meeting and final conference.

4.3 WP2 Act. 2.3. Digital activities including social media
Social networking platforms as Facebook, Linkedin, Twitter, Instagram will be used to involve stakeholders by invitation to public events and inform on project activities and relevant outputs. The aim is to create a “community” of stakeholders potentially interested in the project and willing to participate in the activities. Social tools will also enhance community engagement and exchange of views between stakeholders on project's topics. There will not be dedicated social accounts and each partner will contribute to dissemination on the basis of a shared editorial plan.

Outputs: dynamic digital communication through promotional campaigns on social media addressed to different target groups

Duration: February 2018- June 2019

Budget: € 29.379,00

As social media are becoming more and more important to reach a wide range of target audiences, the Programme encourages the development of an online presence through the use of social media channels addressed to the specificities of the target audiences ensuring an useful feedback.
This activity will be developed according to the following steps:

- Project events/outputs to promote
- Editorial plan creation
- Hashtag analysis
- Diversification of social media content (videos, pictures, texts, other)
- Content branding
- Conversations, interactions and official project hastags' monitoring and reporting

4.4 WP2 Act. 2.4. Public events

Objective: partnership will be in contact with the representative of working group of EUSAIR in order to share the achieved output of the project and to have a feedback from their side in order to contribute for the achievements of the action plan of the macro regional strategies. Partnership will identify a pool of relevant dedicated international events (i.e. EUSAIR Forum) in order to present project activities and results.

The above mentioned goal will be also achieved with the organisation of open seminars planned in WP 4.3.

Outputs: 20 printed project poster (A3 format), participation to at least 2 public events in order to present project outputs and share potential strategies, final conference.

Duration: May 2018- May 2019

Budget: € 37.745,00

Partnership will be in contact with the representative of working group of EUSAIR Pillar1–Topic1 in order to share the achieved output of project and to have a feedback from their side in order to contribute for the achievements of the action plan of the macro regional strategies. Partnership will identify a pool of relevant dedicated international events (i.e. EUSAIR Forum, Adriatic Ionian Forum of Chambers of Commerce, Adriatic Sea Forum, Interreg V IT-HR events etc.) in order to present project activities and results.

According to the Annex XII of the Regulation (EU) No 1303/2013, the project will produce place a poster (of minimum A3 size) with information about the project including the financial support from the Union and the project logo, at partner’s premises, at a location readily visible to the public.

In order to help project partners to comply with this obligation, the Programme will provide a Poster template available for download on the Programme web platform.
5. Monitoring and evaluation

Information and communication activities will be evaluated in order to check for their effectiveness and efficiency. The monitoring activities will contribute to:

- Measure the progress in relation to planned budget, activities, assumption and outputs;
- Find problems and identify solutions and put them in place;
- Collect source of data for the Evaluation

The Evaluation activity will be carried out following both quantitative and qualitative methods:

- The quantitative method is mainly based on statistic;
- The qualitative method is based on group interviews, individual interviews, questionnaire, brainstorming.

An Evaluation Plan will be designed taking into account such methods, the Project Application Form and the Communication Plan. Specific indicators will be identified, in particular:

- Output indicators in order to measure the direct outcomes of information and communication activities (n. Of meetings taking place);
- Result indicators in order to measure the immediate effects of outputs on those in receipt or benefiting from them
- Impact indicators in order to measure direct or indirect consequences of information and communication activities, such as the awareness of different audiences and their response (n. Posts or enquiries received)
6. Tools (hashtags and list of acronyms)

Hashtags

Here's a list of hashtags we suggest you to use in your social communication to harmonize the project's communication:

 Officials:
- #BEAT
- #BeatProject
- #Interreg #Italy #Croatia

 Sectorial:
- #BlueEconomy
- #cantieristica (for Italian partners)
- #shipbuilding
- #BlueGrowth

 Related:
- #SMEs
- #research
- #innovation
- #blueinnovation

Please, add a geographical hashtag related to events (i.e., #Pordenone #Trieste #Rijeka etc.), especially on Twitter and Instagram.
List of acronyms and abbreviations

Here's a list of acronyms and abbreviations we suggest you to use in your communication. If you'll use them on social networks, please remember that they are part of a sectorial language. Prefer the full expression and insert the acronym in brackets, i.e. Audit Authority (AA)

AA: Audit Authority
CA: Certifying authority
CBC: Cross-border cooperation
CP: Cooperation Programme
CPR: Common Provision Regulation
CSF: Common Strategic Framework
ERDF: European Regional Development Fund
ETC: European Territorial Cooperation
EUSAIR: European Union Strategy for Adriatic Ionian Region
JS: Joint Secretariat
MA: Managing Authority
MC: Monitoring Committee
MS: Member States
PA: Priority Axis
SME: Small and Medium enterprise
SO: Specific Objective
TA: Technical Assistance
TF: Task Force
TO: Thematic Objective