

Italy - Croatia CBC Programme 2014-2020

Social Media Management:

Methodological Framework and Operational Plan

Final version December 2019

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List of acronyms abbreviations

BOs: Branch Offices of the Joint secretariat (Zadar and Dubrovnik)

CBC: Cross-border cooperation

CfP: Call for Proposals

CP: Cooperation Programme

CPR: Common Provision Regulation

ETC: European Territorial Cooperation

EUSAIR: European Union Strategy for Adriatic Ionian Region

ICT: Information and Communication technology

JS: Joint Secretariat

MA: Managing Authority

MC: Monitoring Committee

MS: Member States

NAs: National Authorities

TA: Technical Assistance

1. SOCIAL MEDIA MANAGEMENT: STRATEGIC APPROACH FOR THE ITALY-CROATIA PROGRAMME

Introduction

This document is meant to be the reference for the implementation and management of a communication of the Interreg V-A Italy-Croatia Programme (hereinafter Programme) through social media. It presents an analysis of the current media and social communication means and cogency and then it will consider whether for the Programme it is an opportunity to join social media and pro & cons of this choice.

This document stems from the Communication Strategy, where it provides that “to ensure the stakeholders and beneficiaries engagement”. [...] “Social campaign will be designed and implemented and should foresee day-to-day identification of content, front end service with all relevant functionalities [...]”.

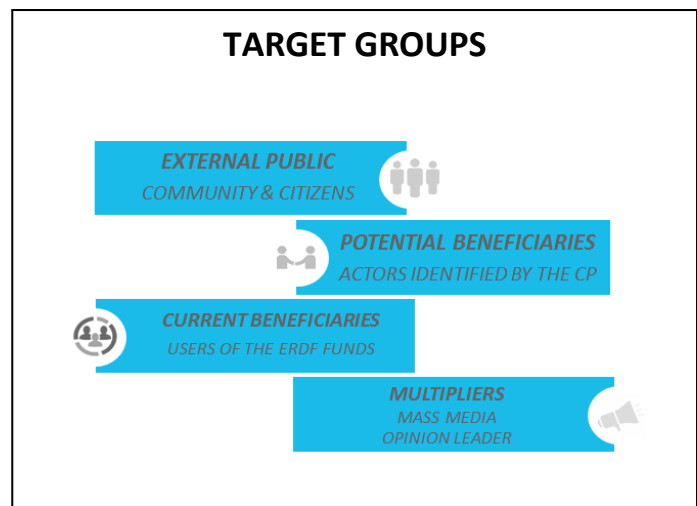
CBC Programme Italy-Croatia will use social media with institutional and general interest purposes aiming at providing information, communication and dialogue with users, stakeholders and other institutions, following transparency and sharing principles.

Objectives and target of the Programme

The Italy-Croatia CBC Programme is the financial instrument supporting the cooperation between the two European Members States territories overlooking the Adriatic Sea. Its main goal is to foster cooperation boosting the development of four priority axes: Blue Innovation, Safety and Resilience, Environmental and Cultural Heritage and Maritime Transport. The previously mentioned [Communication Strategy](#), also falls within the Programme implementation. Hereinafter the Programme communication objectives, as set in the Communication strategy, are described.

OBJECTIVES INDICATED IN THE COMMUNICATION STRATEGY

- Facilitating and enhancing cooperation in public administration and strengthening internal communication capacity
- Involving stakeholders and attracting relevant beneficiaries for ensuring programme impacts
- Supporting projects during their implementation
- Raising awareness of the programme goals and making the achievements visible



Do Social Media matter for the Italy-Croatia Programme? Brief context overview

Social media allows us to reach an extremely wide - but also targeted (by i.e gender, age, professional interests) audience, maximizing the impact and successful exploitation of the Programme message and communication activity.

Social Media are important for the brand visual identity and to steer the conversations around brand.

Today the participation and presence on the Social Media is to be duly considered, since the time spent every day on Social Media by the users keep growing.

Although, according to a survey conducted in 2017 by the European Commission, only 20 percent of European respondents had trust in social media while 67% of them distrust them¹, globally, the total number of social media users is estimated to grow to 3.29 billion users in 2022, which will be 42.3% of the world's population².

Moreover, nowadays, digital communication channels are playing an increasingly important role in the dialogue between citizens and institutions. In fact, European Union has for some time been pushing administrations towards greater and better institutional use of these tools, which aim at informing and raising awareness of the community and public opinion on the role played by the EU in supporting development policies in the territories concerned by the funding.

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Social media trends in Interreg - Context analysis

The social channels can allow spreading the impact and the results of the cohesion policy and in particular of the territorial cooperation programmes, in order to increase the reputation of the Bodies involved in the management of the EU funds. In the following pages there are:

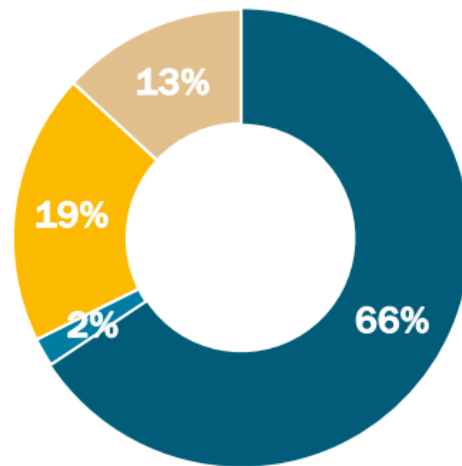
- Data and trends about social networks with some
- Examples of post and information spread on social media by the Interreg programmes.
- Benchmark among several Interreg Programmes

¹ Standard Eurobarometer 88 Autumn 2017 (Attached – Annex IV)

² eMarketer (2018). Social Network Users and Penetration in Worldwide. Retrieved from <https://tinyurl.com/ycr2d3v9>

Facebook and Twitter in EU28 (2017)

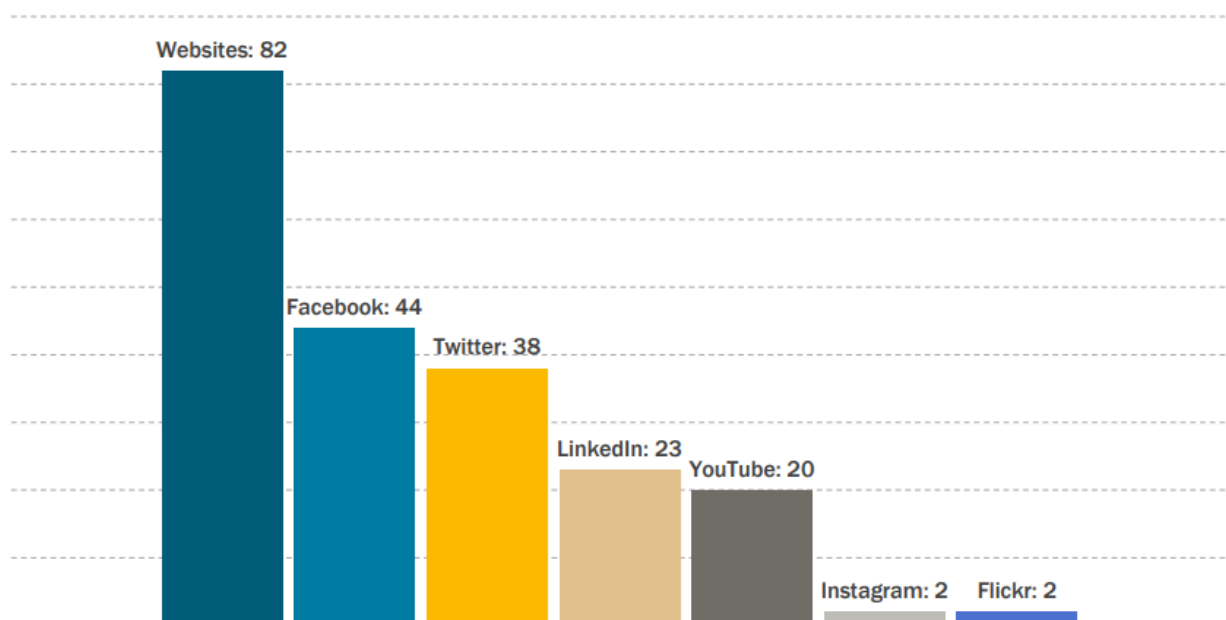
■ Only Facebook
 ■ Only Twitter
 ■ Both
 ■ None



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Overview of Interreg channels

88 Active programmes



Who are we talking to on Social media?

Main characteristics of most common channels

FACEBOOK

- Most users around the globe, including in Europe
- Often used for private purposes but people follow corporate pages
- Provides an opportunity to reach out to private individuals
- Compared to other social media channels, the average of users' age is higher
- Interreg audiences have been more reachable via Facebook.
- Follow harmonised channels:
 - ✓ By Interact: keep.eu, Cooperation Day
 - ✓ By DG Regio: Europe in my region, Interreg CBC (currently inactive)

TWITTER

- Primarily used for following news updates
- Has half a billion users including a massive amount of journalists, both from mainstream media outlets and freelancers
- Average user age is younger than Facebook, but older than SnapChat
- Interreg programmes make use it by posting news, programme announcements such as calls, jobs and events, highlighting successful projects and carrying out awareness campaigns.
- Follow harmonized channels:
 - ✓ By Interact: @Interreg_eu, @keep_eu, @CooperationDay
 - ✓ By DG Regio: @RegioInterreg, @EUinmyRegion

LinkedIn

- Allows you connect with professionals and is mostly used in a professional capacity
- On LinkedIn you will find people interested in job opportunities and technical knowledge
- Posting very specific information on your programme or technical guidance may be the ideal post content for LinkedIn
- The network grouping features of LinkedIn also allows you to cluster your target audiences.

Youtube

Usually categorized as social media. However, more than that, it is a video search engine.

Benchmark among several Interreg Programmes

Programme										
	Number of followers					Activity level				
Italy - France (Maritime)	2546	733	-	-	-	★★★★	★★★★	★★★★		
Italy – Slovenia	-	421	-	-	-		★★★★			
Italy – Switzerland	939	310	-	-	-	★★★☆	★★☆☆			
Italy - Albania - Montenegro	2407		2	-	-	★★★★		⊘		
Greece – Italy	2120		26	-	-	★★★☆		⊘		
Hungary – Croatia	446	152	-	-	-	★★★★	★★★☆			
Croatia - BiH -Montenegro	500		17	-	53	★★★☆		★★☆☆		★★☆☆
Adrion	-	1133	11		1901		★★★★	★★★☆		★★★★

High score



Medium Score



Low score



Profile inactive for at least a year



What aspects to take in consideration before choosing to join Social Media?

In complex public administration context, such as the Programme Managing Bodies, before starting it is necessary to define carefully the following aspects:

- Internal governance management system
- Netiquette
- Social Media Policy
- Social Media Crisis management and escalation processes
- Programme schedule planning for the purposes of the editorial plan
- Rules and processes for risk mitigation
- Eventual external service provision for elaborating the quality content (video, infographics, pictures)
- Monitoring the success of the social media campaigns (eventually through external service)
- Organizational solutions for social media users caring, online moderation and online brand reputation monitoring

Indeed, pre-defined rules and a careful social media management are necessary to avoid that some risks (spam, incorrect use of channels, user disaffection), potentially leading to a negative image of the brand, do not get the upper hand over the many advantages that these tools offers in terms of communication.

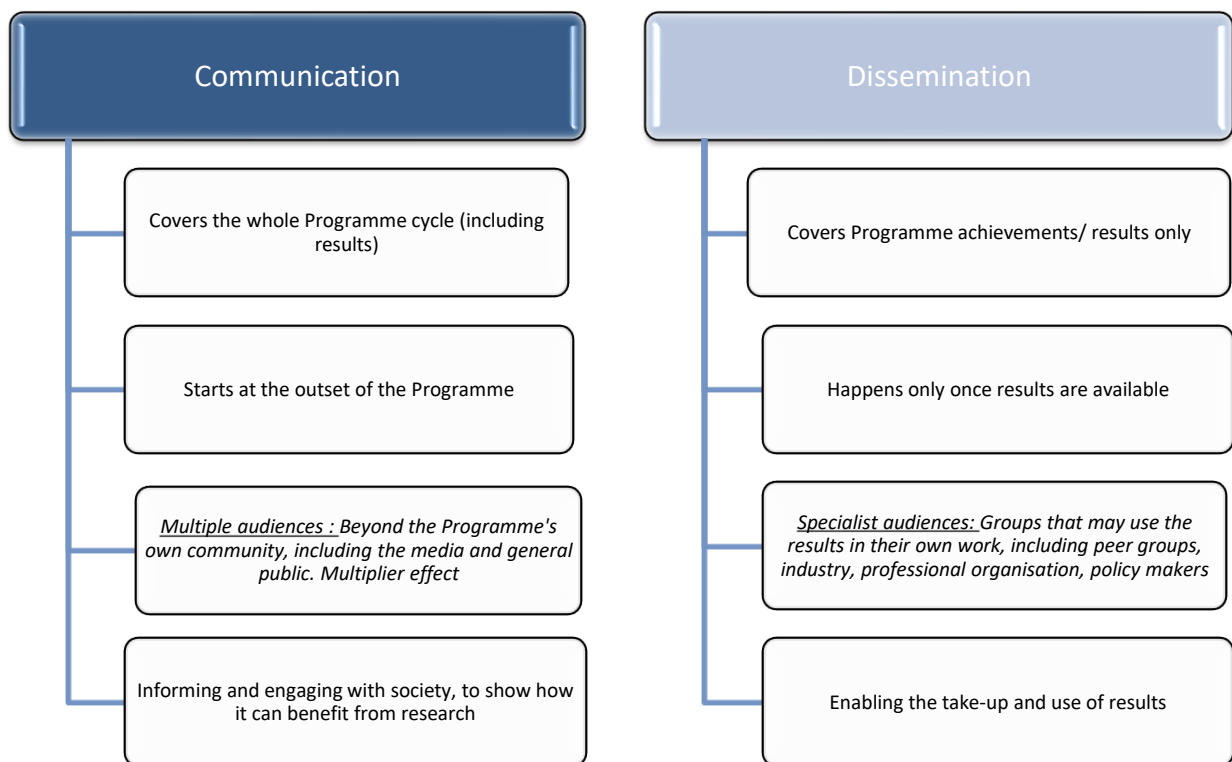
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Why does the Programme want to be present on Social media?

The Programme seized the opportunity to be on Social media because of many undeniable advantages. Advantages such, for instance, as tools that social media make available for professional users and the capillary spread these currently have in variegated slices of population. In detail:

- High return for small investment (efficiency)
- Fast, real time information and reaction
- Increase the website traffic
- Added value in branding
- Added visibility of contents shared by other accounts
- Knowledge raising in Programme's fields of expertise, accessing additional expertise from all over the EU
- Build networks
- Gaining consensus on and/or feedback about our work
- Reaching target audience
- Rejuvenate the image of EU programmes and activities
- Giving general public the idea of nearness of European and Regional Institutions

Moreover, Social media can be used for both communication and dissemination (both of which are mandatory for all IT-HR projects) and therefore very useful during the whole cycle of the programme. A continuous flow of information from the Programme to the social media could facilitate to succeed in both those activities. In fact since the peculiarity of dissemination (such as the need of study of targeted audience, the fragmentation of the beneficiaries of the dissemination and the creation of ad hoc messages and posts and lack of competence) it is often confused with communication itself and not performed properly.



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Other benefits of social media

- manage Programmes' **reputation** and wield **influence** in debates on innovation in the topics treated with a wider audience
- build networks to help Programme **find new partners** for projects in the new programming period, while accessing additional expertise from both countries
- possibility to **informally pre-review works in progress**, gaining consensus on and/or feedback about Programmes work and direction
- easy way to recruit **volunteers** deriving from EU campaigns and/or any other regional/national initiative
- cost-effective solution for spreading the Programme news (like launching the experts' list etc.

IT-HR Programme Social Media Goals and Strategic approach

The Programme intends to use the Social Media relation potentials in order to facilitate two macro-goals:

1. **CREATE and MAINTAIN LINK & COMMUNICATION WITH BENEFICIARIES AND CITIZENS**
2. **REINFORCE THE POSITIVE IMAGE OF THE PROGRAMME AND VALORIZE ITS ACTIVITIES**

1. To create and maintain link & communication with beneficiaries and citizens we mean: the aim is to create a community so that the Programme becomes landmark for the topics discussed. This will allow the social channels of the Programme to self-feed themselves and “ennobling” IT-HR Programme as point of reference for the Interreg Programmes.

2. For reinforcing the positive image of the Programme and valorizing its activities, we want to break the wall of opacity that often surrounds public administrations and European bodies to the eyes of citizens. Moreover, it is important to valorize the services boosted and created through Programme means to create a sense of community in Programme Area.

In order to reach those macro-goals we need to set out and decline them in specific targets (described in the following paragraph) belonging to this typologies:

- **Property objectives:** new brand – fan raising, engagement and reach.
- **Positioning objective:** what for the Programme wants to be recognized.
- **Awareness objective:** be in top of mind of people for certain topic or keywords
- **Traffic building objective:** convey our fans/followers towards “Programme's house” → website.

As for the Strategic approach, there are **3 strands** that must be maintained during the whole Programme life duration:

Strand 1 - QUALITY. The future of the content of the Social Media may lay only in the content quality. Therefore, one of the strategy "pill" for the Social Media is to publish with lower frequency but mayor quality contents. The quality content requires resources: time, budget and intellectual commitment, but it is the **pre-condition** for user engagement, enlarging the community and creating relations.

Strand 2 - CONTENT (CURATION). The content remains the main driver of value, engagement and attraction of our properties thus of our Programme visibility.

Strand 3 - TARGET AUDIENCE. By the means of **valorization + loyalty + reputation** social media wants to create the need of Programme target audience, sharing Programme message within their communities thus acting as social amplifiers, increasing the Programme potential reaching socio-demographic approach and proving increasingly less effective.

Valorization = create value around the brand and its values, mission & vision

Loyalty = user perceiving our maritime Cross-Border Cooperation brand as having better services or higher quality

Reputation = sharing Programme message among the users' communities

Within this framework, Programme social media management objectives are defined as general horizon and for the first year of action. Further annual declination will be defined yearly.

IT-HR Programme Social Media objectives

It is necessary to define the objectives of the Programme presence on Social Media that shall be further detailed in annual objectives. Here below are listed the Programme social media objectives and the annual objectives for the first year based on the acquired experience and the phase of the lifecycle of the Programme.

IT-HR Programme Social media Management objectives:

- Brand valorization of Italy-Croatia Programme
- Construction of an online reputation of the Programme
- Acquisition of new users for social channel
- Attract stakeholders to Programme website

- Raise awareness about the Programme brand online
- Disseminate and communicate Programme contents and achievements
- Knowledge raising in Programme's fields of expertise, accessing additional expertise from all over the EU
- Creation of Networks
- Connect with Programme beneficiaries

Programme Social media objectives for the first year of action:

- Connect with other ETC Programmes (at least those overlapping the Area)
- Connect in dynamic-digital manner with approved Standard+, Standard and Strategic projects funded by the Programme
- Connect with European Commission social media channels
- Connect with National Authorities social media channels (i.e. Agency for Territorial Cohesion)
- Connect with relevant Macro-regional strategies channels
- Raise fans (at least 1000 community members by the end of the first year of action)

2. OPERATIONAL APPROACH FOR THE ITALY-CROATIA PROGRAMME SOCIAL MEDIA MANAGEMENT

Social media Editorial Plan

One of the main operational steps of the Social Media Management is the definition and setting up of an Editorial plan (and all the consequences in terms of staff, cost, ... engagement and its management); it consist in a tool/functions contents matrix that helps to identify which specific tool is to be used to address specific public for specific functions. The following **key questions** may help to fill in the table:

1. To whom do we address?
2. What do we talk about on our media and communication channels?
3. Which tool fits better a specific target?
4. How do we decide when and where to publish?
5. Where do we gather the content?
6. How do we keep listening on social media?
7. Active or passive caring?
8. Management and moderation?
9. Escalation process

Below we will try to answer the questions above detailing the main aspects to consider for the successful experience of the Programme on social media:

1) TO WHOM WE ADDRESS?

Beneficiaries: As defined by CP under the § indicative types of beneficiaries for each priority axes

Programme stakeholders:

- All the socio economic categories that are or might be interested by Programme actions, from the institutions affected to the citizens of the Programme area

Influencers

- ETC Programmes overlapping the area
- ESI funds MAs on national and regional level
- National and EU thematic networks
- Regional Offices in Bruxelles
- EU Institutions (e.g. CoR, DG thematic Units)
- Media
- Bloggers

Governance Members

- Partner States, DG Regio
- MA, JS, FLC, CA, AA,

General public

- Citizens of the Programme area
- European citizens
- Students

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2) WHAT DO WE TALK ABOUT ON OUR MEDIA AND COMMUNICATION CHANNELS?

- **Events:** share about what happens around
- **Photo & video:** create quality material to disseminate, engage and teach
- **Behind the scenes:** tell about who the Programme and its priorities are and what does it do
- **News:** share news about the Programme and its activities, about territory or on trending topics that are in line with Programme themes

3) WHICH TOOL FITS BETTER A SPECIFIC TARGET?

Below a short analysis of the main social media, and the kind of target audience they are best suitable to reach. The opening of new social will be performed during the programming period based on the media marked dynamics and on National Authorities of the communicators European network recommendations: INFORM-INIO.

Twitter

This social networking tool main characteristic is the shortness of the “tweet”. The profile has to be managed by the communication office of the JS without automatic publishing mechanisms. On Twitter the Programme will publish:

- Ongoing cooperation projects news
- News, pictures, videos and releases from our offices in Venice, Zara and Dubrovnik
- Public Administrations, profit and non-profit companies working in the Programme sector retweets.
- Videos/Audios interview of Programme structures managers, projects and witnesses of Programme impact on the field.

Direct messages will not be used to answer to the users, but the proper Web Site will be preferable.

Facebook

The profile has to be managed by the communication office of the JS without automatic publishing mechanisms. On Facebook the Programme will publish:

- Ongoing cooperation projects news
- News, pictures, videos and releases from our offices in Venice, Zara and Dubrovnik
- Public Administrations, profit and non-profit companies working in the Programme sector retweets.
- Videos/Audios interview of Programme structures managers, projects and witnesses of Programme impact on the field.

Direct messages will not be used to answer to the users, but the proper Web Site will be preferable

Flickr

This media too allows to save a huge quantity of imagines and organize them following specific schemes such as objectives to reach or the intervention sectors: environment protection, biodiversity, natural resources, cultural heritage, biodiversity...

In here, we could post pictures representing our work environment too.

YouTube

Youtube is a video sharing platform more than a social media. Through it we can include link within the Web Site and other web platforms 2.0 in order to share it and take it high in options and informations.

This social will be used, also, to share:

- Videos/Audios interview of Programme structures managers, projects and witnesses of Programme impact on the field.
- Self-produced documentaries
- Projects video and materials

4) HOW DO WE DECIDE WHEN & WHERE TO PUBLISH?

The editorial plan will be developed according to the needs of communication and achievement of objectives. The effectiveness of the editorial plan should be verifiable in every moment, thus, achieved goals must be measurable.

Therefore, it is important to organize its contents and the activities carried on in a single excel file collecting:

- Properties: on which social networks we publish the content
- Target group: to which target audience is addressed the content
- Post: brief post abstract
- Post Type: typology of the content (video/status/image/link)
- Short URL: if the personalized URL is foreseen
- Theme: topic treated
- Responsible person: which professional figure is in charge of the published content

Each social channel has its own role – if not correctly populated the risk is to fragment audience and the result. There is **no precise rule when and where to publish**. The answer will be given by our audience but only if we are able to measure the results.

Programme bodies will take this decisions in accordance with the support of external experts as foreseen in the document.

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5) WHERE DO WE GATHER THE CONTENT?

Internal sources: Both JS and MA shall dedicate staff to seek and produce contents for regularly feeding the Programme social media. Therefore, an editorial committee made up of several internal offices will be appointed in order to gather, organize and exploit the content. To boost its functionality and allow proper functioning of social media channels, it would be advisable to schedule periodically (approx. every two weeks if feasible) an internal briefing among the committee to share and discuss on what are the most interesting actualities.

External sources: are those that we consult on regular basis. Internal JS Communication unit shall analyze (on daily/weekly basis, depending on the “liveliness” of the period or Programme phase) all the relevant news of the day/week:

- Online portals
- Websites
- Blogs
- Press review
- Physical events
- Calendar of occurrences (www.bit.ly/ricorrenze)
- Google (trends, doodle, news, alert ...)

6) HOW DO WE KEEP LISTENING ON SOCIAL MEDIA?

Listening means knowing about what's been said around the brand. It is necessary but not enough. Organize quantity and quality of listening helps us to manage the gathered information.

What should we listen? We can listen contents about our brand, products/services of the Programme, or directly about people involved in management, stakeholders that represent brand, direct competitors.

Types of listening (different levels)

- General listening
- Managers and spokespersons
- Stakeholders
- Opinion leaders (people that have authority on topics that Programme treats)
- Influencers

Where to listen?

Not all the conversations are developed on social media. It is not rare to find topics/themes treated within the communities in the vertical forums, as example. Others are:

- Online portals and newspapers
- Blogs
- Forum and Communities
- Newsgroups

7) ACTIVE OR PASSIVE CARING?

Caring means: to interest about what happens among our community of users and potential users in order to take care of them.

Dynamics in conversation among user and brand have changed. Today caring is a public issue: if the user is dissatisfied he will publish and share it with other users on Social Media, on web.

Being proactive becomes a must, as well as listening. For doing this we need a specific **technology** such as, for instance, monitoring software and so on as foreseen in Programme external contracts. This technology will enable the digital automation for supporting the Programme in web-listening by the means of monitoring and professional dashboard tool that have been duly foreseen in the Terms of Reference of the Communication tender.



While listening our users speaking about our brand, the Programme will be able to gather useful information that represent an opportunity to understand if there are any:

- Direct requests for posts related support (in any case remains that the resolutions of any request for technical support by the beneficiaries /potential beneficiaries will be handled and treated exclusively off-line, and this will be furthermore included in the SM Policy)
- Problems arising
- Widespread anomaly (something having huge impact on different groups of users)
- Reputational risks
- Demand (to be satisfied)



The satisfied user can become an ambassador - person who will speak about the brand.

The major goal of the brand is to transform a troll into an ambassador, and it is possible!

 "93% of dissatisfied users tell 28 other"
(source: American Express 2017 Global Customer service barometer) 

8) MANAGEMENT AND MODERATION?

How should the Programme act towards the comments that are polemic or don't bring any added value?

Moderation is a set of activities of verification and management of interaction among users and brand on its own properties (FB or IG, not on twitter).

The moderation is based on **3 pillars**:

1. **Policy and processes:** a group of rules and workflows that define "*what-to-do-when...*" and that guarantee and enable the (re)action of the brand within the timing that is in line with users expectations
2. **Rules of alert & blacklist:** are the levers that determine an alarm
Greywords: list of words that generate an alarm. Require immediate reaction in order to confirm removal or maintenance (i.e name of a director or President of relevant Body in one comment/post/article)
Blackwords: list of words that determine immediate deleting of the content (or an priority alert)
3. **Tools:** represented by a technology offering solutions to organize better and optimize the moderation activity among the work team. As in the above mentioned case related to the web-listening, the specific monitoring and professional dashboard tool comes into the force as a technology useful to permit and cover:
 - Level of service (i.e if the comment from a user arrives at 15:00 the technology enters into force at 15:02 not later)
 - Source coverage (i.e something that is published on newspapers, or twitter)
 - Flexible management of alert

The technology investment is rather desirable since it is able to guarantee different – higher level of security, especially when the number of users is growing up. The Programme ToR for the Communication tender foresees it as providers' supply.

9) ESCALATION

Escalation is the activity of forwarding to third-party offices or departments the requests and cases to be managed generated by users on our properties. The escalation ends with the resolution feedback from the third-party requested.

When the answer is identified, the Social Media Management team prepares the answer to be published. All the technological solutions are useful for the escalation processes management

NEW RULES, NEW PROCESSES = high reaction capacity (means fast!)

Reaction on Social Media requires an high reaction capacity and timing has to be in line with users expectations.

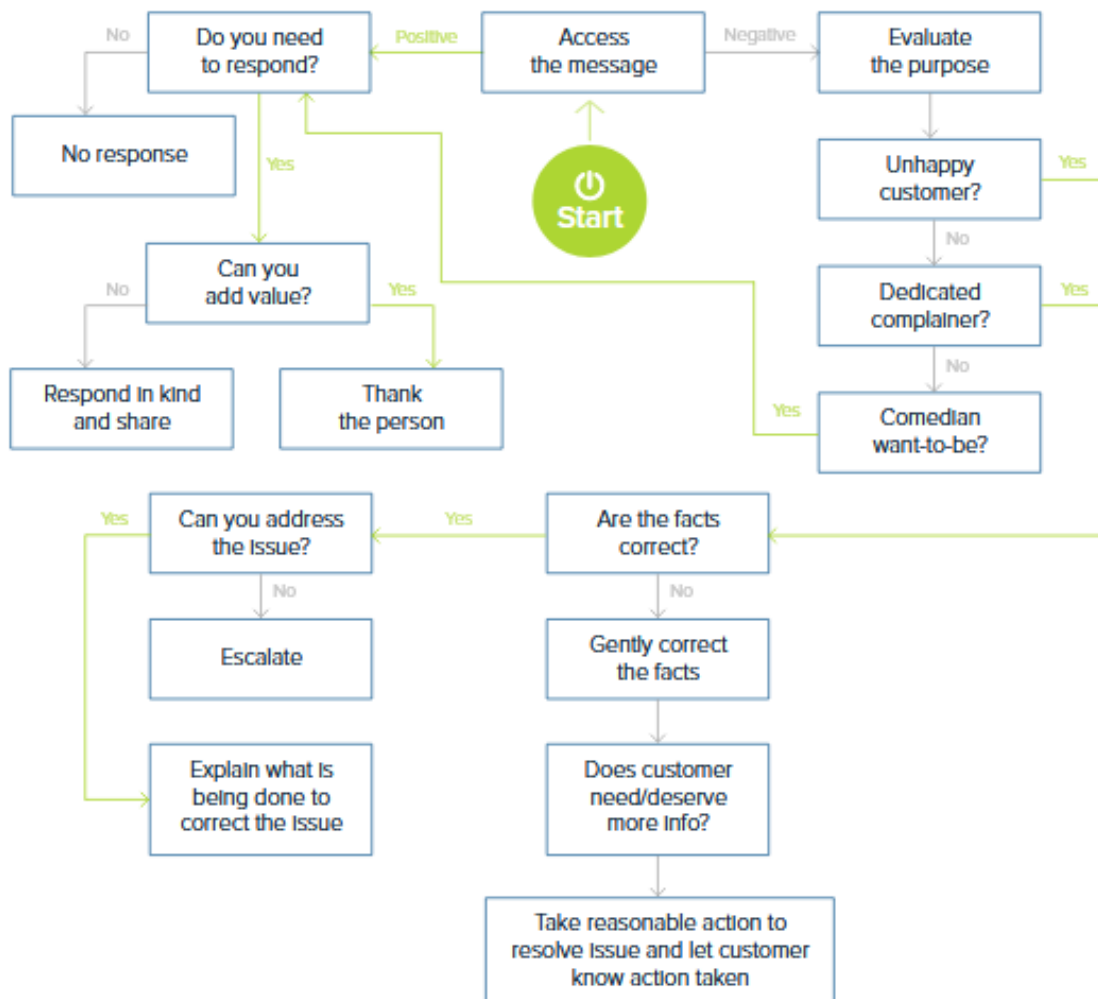
This can be managed only if the **escalation processes** are clear and defined.

Escalation processes define the direct line with users and who is taking care of what. They indicate to the Social Media Manager and other members within the organization what to do when:

- somebody ask for information regarding the Programme
- somebody ask for information regarding the Project implementation
- somebody trolls the Programme
- somebody writes a compliment
- somebody posts a complaint
- news harmful to the brand starts to circulate
- off-policy behavior of an employee / collaborator / provider
- BOT attack occurs
- there is the possibility of reputational risk

Here below an example of message management and possible escalation:

Follow our Escalation Guide:



HOW TO DRAW THE PLANNER

The output and tool to manage the editorial plan is a planner, made using an excel file, where it is possible to identify daily activities. In general terms it is important to focus on:

- **Shareability:** the contents coming from the organizations are more and more penalized compared to those published by friends or relatives, so we need to find content that users prefer to share rather than themes with which they choose to interact with
- **Frequency:** depends on how relevant the content is (TW at least one a day, FB 2 to 8 posts per week). The general approach rule is: Always think if you would share the post you are preparing if you were the user.
- **Contents:** can be divided into services, events, publications (as e.g different posts: teaching quiz, inspirational post etc.)

Some tips useful to manage a planner for the editorial plan.

- Create a Facebook test page (not public). Make sure about how the photos upload correctly
- Choose 4 topics for the management of the social channels within IT-HR structure
- In the editorial plan do not forget the holidays and anniversaries
- Prepare an excel file for publishing next 2 weeks

Programme Editorial Plan

The Programme Editorial Plan will be planned on semester or if possible on annual basis, with possibility of further adjustments. The editorial content is being prepared by the JS Communication Manager. It will establish precisely: when? what? where? who is responsible for content production etc., according to the template that was created and adopted by the JS operative management team.

The contents proposal will be agreed with MA by the means of the editorial plan as a tool for work management and validated internally in order to ensure smooth and efficient implementation with “new news” and overcome any potential problems.

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SOCIAL MEDIA EDITORIAL PLAN: ITALY-CROATIA CBC PROGRAMME													
DATE	TAG THEME/TOPIC	PROPERTIES	RESPONSIBLE PERSON	POST	POST TYPE	URL	To which cultural identity is addressed our message?				Like	Share	Comments
03/12/2020	#theme3	Website / FB	Communication Manager	List of experts published	Infographics		1	2					
10/12/2019	#theme5			United Nations Human rights day United Nations International Mountains day: in this context should be mentioned in the short video description in storytelling mode, all the projects implemented in the Programme context acting in the rural mountain area, shifting the tourist flow from major cities to the inland (inline with the EUSAIR pillars' objectives)	Video				3				
11/12/2019	#theme5	FB	Graphic designer										
13/12/2019	#theme5			St. Lucy Day									

Social Media Management Governance of IT-HR

The Programme bodies will create a Social Media Working Group which structure, described in the § below, both in its key figures and managing bodies functions.

The Programme Communication Manager, in accordance with the Head of the JS and after sharing the overall settings with the MA, will take care of the elaboration of the Social Media Editorial Plan, which will be then acknowledged by MA. The plan contains the needs of the Programme for efficient social media presence, in relation to the structure and characteristics for the quality content elaboration that should be supported by the service provider. The Social Media Editorial Plan will be the baseline for the workflow and planning among the parties in order to overcome and avoid any potential gaps among the MA, JS and the service provider. Main roles are:

THE JS COMMUNICATION UNIT will ensure **overall coordination of the Social Media Plan and editorial plan implementation** and will operate in collaboration with the JS Project officers on weekly basis for receiving direct updates on the projects' achievements, planning and other relevant inputs. They will work in agreement with Head of JS and Managing Authority.

MANAGING AUTHORITY will maintain the **overall governance, strategic direction and escalation management** in Veneto Region in the role of the Managing Authority of the Italy-Croatia Programme that will be responsible for overall decision making for the validation of the editorial plan, as well as for coordination and management of processes in respect of rules established.

THE EXTERNAL PROVIDERS will carry out the operational support and provide professional expertise on content (graphical/audio/video) elaboration, while monitoring and measuring social media management (campaigns) impact and performances, and present its results.

Social Media Management Team & Roles

Social Media Team: what does it do?

It is mandatory to determine **who is in charge of doing what**, assign activities and back-ups (members substitutes). The internal organization is important and aimed to distribute workloads, measure results, and understand the effectiveness of actions.

1. **Social Media Management:** basic activities for the presence on Social Media
 - Collection of sources
 - Editorial planning
 - Creativity development
 - Legal verifications on the content to be published

- Publishing (copywriting + plan scheduling)
- Community management (+ caring)
- Maintenance of properties (graphics, layout, tabs ...).

Operational Units involved: JS COMMUNICATION UNIT, EXTERNAL PROVIDER

2. Digital relation & reputation: monitoring the conversations around the brand, reporting and building reputation

- Brand reputation (monitor + analysis report)
- Policy (monitor + recall actions for policy respect)
- Digital PR - relations with bloggers and influencers
- Events (social activities) - even of third parties where it is important to be!
- Editorial (extraordinary) projects

Operational Units involved: JS COMMUNICATION UNIT, EXTERNAL PROVIDER, MANAGING AUTHORITY

3. Reporting and platforms: measure the results and identify the metrics for the valorization of the work

- Insight of properties (fun, follower, engagement rate...)
- Return of Investment (ROI) of activities
- Equivalent of economic value (did you hire bloggers that have wrote about the Programme? How much does this bring back?)
- Budget management
- Development of platforms and monitoring dashboards (this carries additional costs but it is advisable rather than using the free versions)

Operational Units involved: JS COMMUNICATION UNIT, MA UNIT IN CHARGE OF TECHNICAL ASSISTANCE

4. Scouting: self-updating

- News in the social / digital environment
- Analysis of competition (engagement rate, what do they talk about in terms of topics..)
- Best practices (of competitors or other sectors that can be replicated and implemented)
- Market research, insights and observatories

Operational Units involved: JS COMMUNICATION UNIT, MA Unit in charge of Technical Assistance

Social Media Management Rules & Procedures

For this section, please refer to Annex I: Interreg V-A Italy-Croatia Social Media Policy

4 Pillars of Social Media Management

The basis for the Social Media Management within the institution/organization is based on 4 pillars:

TECHNOLOGY. It is important because has to guarantee several functionalities:

- allows us to perform “web listening” and surveillance of what is going around in order to ensure that everything reaches the brand (even if we are not directly on social media, however the notices of our brand are circulating through the web)
- who is interacting with the brand (user 1st time here, a hater or an ambassador..)
- has to be elastic: possibility to scale it in case new Social Media new-born platforms
- tailored to brand: platform bought for monitoring and analytics of SM should be able to send the report every week according to brands' needs and setting up the dashboard according to requests. Free platforms serve only private users and testing.

GOVERNING PROCESSES. It is important to have in mind the:

- editorial planning
- escalation processes
- level of service (timing for feedback, new skills and competences, crisis management)

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POLICY. Should be updated during the time in order to consider:

- new channels: opening social channels
- new users (or different range in persons' age)
- new tools (i.e. if I need to buy functionalities for verification that the policies are being respected)

HUMAN RESOURCES. The most important asset of SM management of the IT-HR. It is important to define the team considering the:

- management type (in-house, mixed, outsourcing)
- skills and values of the team
- availability for a constant training, auto-updating and trend-spotting

Measuring impact & performance

In order to improve our Programme communication activities, we should before be able to measure them first. Therefore, it is extremely important to find the criteria to measure our social campaigns in order to see which actions put in place were efficient and which have failed and improve them consequently,

The way to get started is by tracking the right social media Key Performance Indicators (KPIs) - *beyond our fan, follower, or "like" counts.*

They need to be circled around generating new traffic to the Programme website, increasing lead generation, and expanding our brand.

KPIs should be focusing on two main areas of Programme social media:

Engagement

- Clicks
- Likes
- Shares
- Comments
- Brand Mentions
- Profile Visits
- Active Followers

Reach

- Followers or fans
- Impressions
- Traffic Data
- Share of Voice

These metrics and indicators are very important for the communication monitoring and performance evaluation, and are in line with Programme Evaluation Strategy.

3. RULES, PROCEDURES, STYLE & TONE OF THE VOICE

ANNEX I - Interreg V-A Italy-Croatia Social Media Policy

Purpose of the document

CBC programme Interreg Italia-Croatia uses social media for institutional and general interest purposes to inform, communicate, listen and to allow a more direct relationship with Programme stakeholders and citizens and increase their participation to the Programme activities.

Besides, social media channels are used to foster the participation, confrontation and dialogue with users, stakeholders and other institutions following transparency and sharing principles.

This document defines guidelines for social media utilization by the Programme. This use is implemented daily respecting administrative and regulatory framework.

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Contents

Social media use is to inform citizens Programme stakeholders about Programme activities and to collect comments and suggestions that may interest managing bodies of the Programme itself.

Published contents include communications about services issued, press releases, publication and official documents, normative news, information on initiatives and events on which the Programme participates as organizer, co-organizer or promoter, outputs and results achieved.

Social channels produce textual contents, pictures, infographics, videos and other multimedia material that shall be considered under Creative Commons CC BY-ND 3.0 licence: they can be freely reproduced, but they must be referred to the original channel every time. Users' posts and comments, that shall always introduce themselves by name and surname, represent the opinion of the single poster and not the administration one. Therefore, the administration cannot be considered responsible of the truthfulness of the contents published on social media by third parties, natural or juridical entities. Rules on moderation process will be presented in the dedicated paragraph.

The Programme can occasionally repost contents and messages of public interest and utility realized by third parties (institutions, newspapers ...); in this cases Programme social media managers will just verify the reliability of the source, but will not certify the content of the posts. The presence of possible publicity contents beside the published content is not under the Programme control, but it is autonomously managed by social network themselves.

Rules of Use

The Programme is committed to manage the communication and dialogue area within its different social network profiles asking its counterpart – who have the chance to participate actively through interactions means such as messages and comments – to respect some rules and regulations. It is asked to everyone to express their opinion with correctness, moderation and respecting other opinions.

On social networks, everyone is responsible of the contents published and of the expressed opinions. Therefore, insults, vulgarities, offences, threats will not be tolerated. Moreover, published contents must respect people privacy.

Facts or details without public interest, violent, offensive or discriminatory about gender, sexual orientation, age, religion, personal beliefs, ethnic origins and disabilities attitude shall be avoided. Messages including personal data (addresses, email, phone numbers, cc numbers, etc) will be removed to protect interested people.

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Public relevance of the topics is a mandatory requisite: it is not possible to use these spaces to face personal topics. It is not tolerated any kind of publicity, spam or personal interests and illegal activities promotion.

Moderation

Moderation within the Programme social media has an ex post approach, i.e. after the content is published and it is finalized solely to contain possible behaviours against rules of utilization: everyone has right to intervene and express its own opinion.

In case of severe violations of the rules, the Programme reserves the right, depending on the gravity and reiteration of the fact, to delete contents, ward off users from its social and report them to the moderation filters of the social networks. Moreover, all posts against the rules exposed in this document will be removed.

In particular, Programme channels cannot be used to publish posts and comments that may be defamatory, discriminatory or offensive to other users (joining or not the discussion) for no reasons.

Obscene language, insults, threats or acts that may hurt personal dignity, rights of minorities and underage, principles of equality and freedom or other constitutionally recognized principles will not be tolerated, in particular:

- Contents that promote, facilitate or perpetrate discrimination based on gender, ethnicity, language, religion, political opinions, beliefs, age, civil status in relation to public assistance, nationality, physical or mental disability or sexual orientation;
- Posts with sexual content or link to sexual contents;
- Conduction or incitement to commit illegal activities;
- Information that may compromise safety and security of public systems;
- Contents violating legal or third party interest of a property;
- Comments or posts that might show sensitive data violating privacy regulations ;
- Commercial and advertising contents
- Moreover, comments on this topics are discouraged and always moderated:
 - o Off topic;
 - o Observations pro or against political campaigns or vote indications;
 - o Language and contents considered offensive;
 - o Comments and posts written to disturb the discussion or offend the page moderator and the media manager;
 - o Spam;
 - o Repentantly inserted comments.

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For those who shall repeatedly violate the abovementioned conditions or the ones within the social network policies, Programme social managers reserve the right to ban or block users to avoid further interventions and indicate the users to platform responsible and, when needed, inform the law enforcements.

Everyone is requested to express their opinion with correctness and moderation, based, as far as possible, on verifiable data and to respect other opinions.

Replies

As general rule, social media are a mean to share comments and information, but shall never be considered as channel for technical or administrative requests; for these kind of doubts, already activated channels available on the Programme web site shall be considered. Therefore, any kind of request with this regards will be directed offline. Programme channels are moderated during office hours (from Monday to Thursday from 9.30 to 17.00; Friday from 9.30 to 14.00).

Programme shall perform the educational, informative and dissemination activities and inputs towards the own users, while the general assistance to the users will not be carried out online by the means of the Programme social media properties since the Programme foresees

for that other means of communication channels (phone, e-mails, seminars, workshops and other networking actions).

Privacy

Use of personal data of users will follow the rules and regulations of the utilized platforms.

Data shared from users within private messages sent to the social media managers will be used in accordance to the Italian privacy laws.

The users are invited to evaluate with top attention the opportunity, within their comments, to include personal data, included email address. Users are advised to carefully evaluate the chance of publishing images or videos that allow people or places to be identify.

Users are also advised to carefully consider the possibility to include, within own comments, data that may reveal third parties identity, as, for instance, other people close to the post author. The users are informed that data and interventions included are visible and consultable by any user that may access the web site or the social network, indexable and available to search engines.

ANNEX II - Social Media Netiquette (external document to be published in TABS of FB and made available to the users)

The contents of the communication implemented through social networks have the institutional nature, and therefore are a service of public utility and of general interest.

It is forbidden the publishing of:

- data that violates the privacy of citizens
- commercial and advertising announcements
- political and electoral propaganda interventions

Citizens can intervene in the social networks of the Programme with:

- posting own comments to posts
- sending private messages to comment, express opinions and request information, to which the page manager will respond as quickly as possible.

The Programme social media channels are moderated.

The rules of behaviour ask users to:

- avoid interventions not relevant to the topics of the posts
- maintain a correct and non-offensive language, even in criticism.

The page manager can delete comments and / or block users in case of:

- offensive language
- racist or similar expressions
- threats, offenses of various kinds
- content not allowed (violation of privacy, publicity, political propaganda)

The Programme is obliged to report any crimes to the judicial authority (eg instigation to violence, defamation, calumnies). The rules of behaviour expressly foresee the roles and behavior of employees, both as administrators and as users of social networking sites.

ANNEX III - Post contents in Interreg

Examples of the Programme posts

Programme news

Atlantic Area @AtlanticArea · 16h
 Results of the second call! 🎉 27 projects approved for funding!
 Congratulations to all new @AtlanticArea beneficiaries!
 Check out the list of projects approved: atlanticarea.eu/news/91 (further info soon)
 #Interreg @GLEPalud


Interreg CE @InterregCE · Oct 4
 OUR NEW CALL for proposals opens in spring 2019.
 It will be an experimental call to capitalise on results of our currently funded 85 #CEprojects. #cooperationiscentral to roll out developed, tested and accepted solutions for better central Europe! interreg-central.eu/apply

Interreg 2 Seas @Interreg2Seas · Aug 31
 Our team in Lille is looking for a Finance Unit Assistant! Apply before 9 Sep | Read more: interreg2seas.eu/en/news/2-seas...




...looking for a new colleague...

Danube T. Programme @Interreg_Danube · Sep 27
 Our project @TransdanubeP won the Austrian VCÖ #Mobility #Award 2018 🏆
 🥳 in the category "Leisure and Tourism" and has been titled as "exemplary project"!
 Out of 321 projects and concepts, 12 projects received a prize – and luckily, Transdanube.Pearls is one of them.



Central Baltic Programme
 October 3 at 6:45 AM
 The registration to the Central Baltic programme Annual Event 2018 - Cross-border cooperation, from theory to concrete results- just opened: https://www.lyyti.fi/reg/Annual_Event2018. We look forward to see you in Turku on 14-15 November 😊
 For more information please visit the Annual Event page on our website: <http://centralbaltic.eu/content/annual-event-2018...>



Terhi Johanna Jantunen, Agnès Monfret, Merike Nilteppõid and 6 others like this.

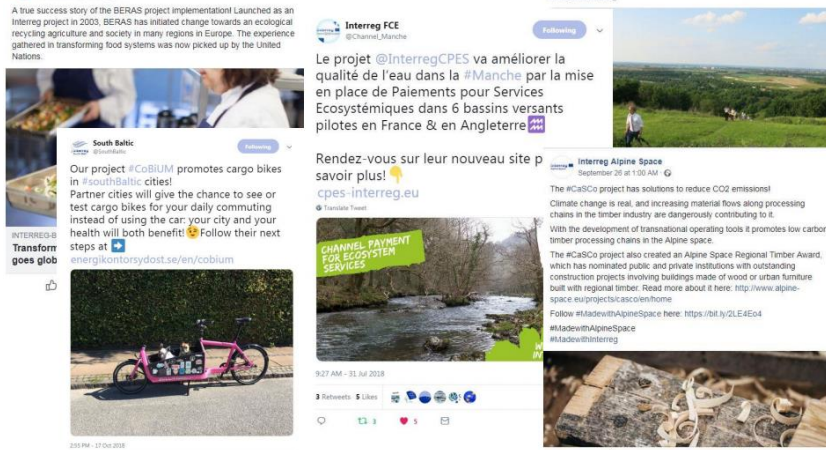
Highlighting best projects

Interreg Baltic Sea Region
 December 1, 2017 · G
 A true success story of the BERAS project implementation! Launched as an Interreg project in 2003, BERAS has initiated change towards an ecological recycling agriculture and society in many regions in Europe. The experience gathered in transforming food systems was now picked up by the United Nations.

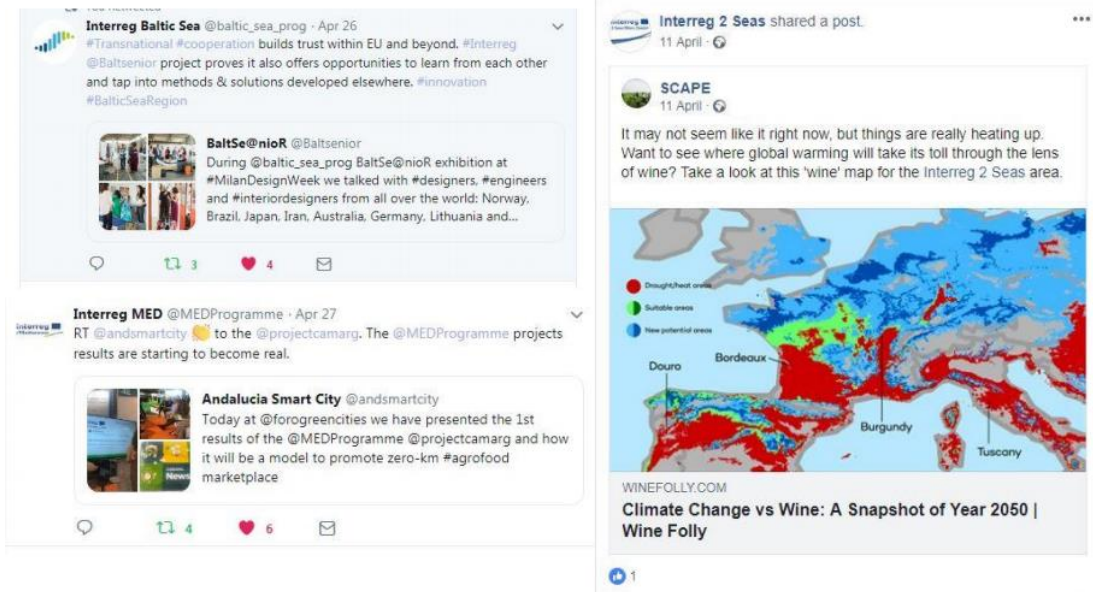
Interreg FCE @chanelle_marche
 Le projet @interregCPES va améliorer la qualité de l'eau dans la #Manche par la mise en place de Paiements pour Services Ecosystémiques dans 6 bassins versants pilotes en France & en Angleterre 🇫🇷🇬🇧

South Baltic @southbaltic
 Our project #CoBiUM promotes cargo bikes in #southbaltic cities! Partner cities will give the chance to see or test cargo bikes for your daily commuting instead of using the car: your city and your health will both benefit! 🚲 Follow their next steps at energikontorsydost.se/en/cobiium

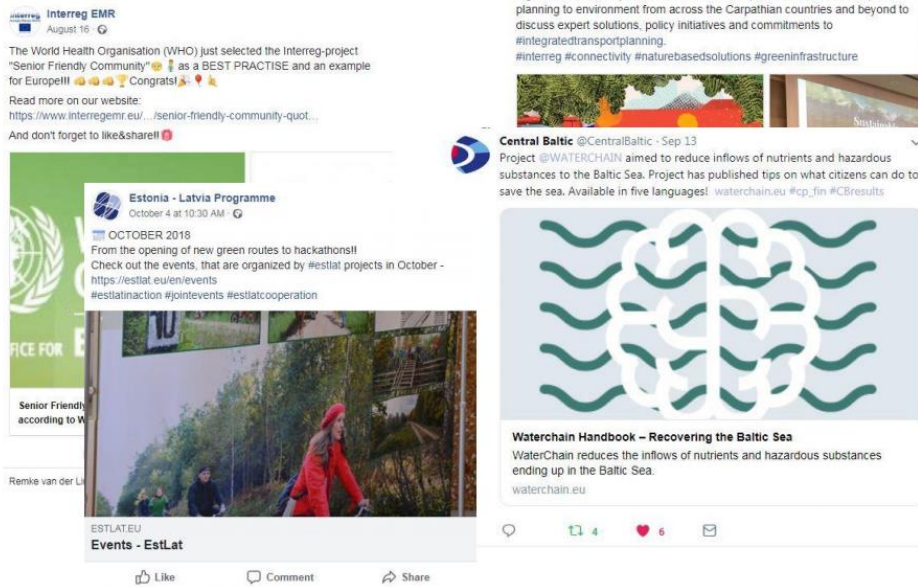
Interreg Alpine Space
 September 26 at 1:00 AM · G
 The #CaSCo project has solutions to reduce CO2 emissions! Climate change is real, and increasing material flows along processing chains in the timber industry are dangerously contributing to it. With the development of transnational operating tools it promotes low carbon timber processing chains in the Alpine space.
 The #CaSCo project also created an Alpine Space Regional Timber Award, which has nominated public and private institutions with outstanding construction projects involving buildings made of wood or urban furniture built with regional timber. Read more about it here: <http://www.alpine-space.eu/projects/cascoten/home>
 Follow #tadewithAlpineSpace here: <https://bit.ly/2LE4EG4>
 #tadewithAlpineSpace
 #tadewithInterreg



Contents from project channels



Important project news



Live posts from events

Interreg Central Europe is in National Palace of Culture, Sofia.
23 hrs · 🌐

Ok, let's go... what an opening ceremony!!! 🎉 🎶 Today and tomorrow we are in Sofia at the EU Danube Strategy Forum. If you are around come to our meeting corner. You will see why #cooperationiscentral at the heart of Europe and why also many regions and cities along the Danube river benefit from our projects. 🇪🇺 🇷🇺



167 Views

👍 Like 💬 Comment

Helena Järviste, Agnès Monfret, Diana Zsoldos and 8 others like this.

Interreg Europe @interregurope · Oct 8
Exciting week ahead! We're busy setting up our stand in the #Agora exhibition - come and say hi if you are at #EURRegionsWeek this week and check our programme too: interregurope.eu/policylearning...



Interreg SUDOE @Sudoe5 · Jun 28
When we communicate through social media, we use to forget that all of us are basically human beings. @kwiniambrecht on the importance of being visually attractive when using social media #advocacy @InterregMed



🗨️ 🔄 3 ❤️ 11 ✉️

32

'Non programme' but relevant news

Interreg EMR
June 4 · 🌐

Maastricht University ranks among the top 10 international universities, with 49.9% international students. 🇳🇱 🇺🇸

This shows that the Euregion Meuse-Rhine definitely is the #HeartofEurope! Times Higher Education World University Rankings



TIMESHIGHEREDUCATION.COM

International student table 2018: top 200 universities
Explore the universities with the highest percentage of international studen...

👍 Like 💬 Comment ➦ Share

Willem Kleinendorst and Karen Coenegrachts like this.

Interreg NWE @INTERREG_NWE · Sep 18
@EU_Commission's President Juncker has delivered his State of the Union Address to the @Europarl_EN last week. The speech and the main proposals are available online in all EU languages:



State of the Union 2018
In 2018, President Juncker made a rallying cry for a more sovereign Europe that allows its nations to be global players. Looking to 2019, he used the s...
ec.europa.eu

🗨️ 🔄 1 ❤️ 1 ✉️

Livestreaming from events



33

Making use of special days



Even more special days



34

Not necessarily 'new' news

Interreg Europe
October 16 at 3:21 AM · 🌐

Let's continue our journey around Europe to explore the variety of #Interreg projects working on cultural heritage. Today in the spotlight: CRinMA project focused on the protection of cultural heritage in the mountain areas.

Click your way to the project website to learn more:
<https://www.interregeurope.eu/crinma/>

or browse the collection of projects in the e-book 'Connecting Cultures, Connected Citizens': <https://bit.ly/2NH5kTZ>

Photography/video contests

- Facebook is the ideal platform to organize it
- Competition for the most ‘likes’, creates a win-win situation in which the Programme gets good photographs and a lot of traffic to your web-page and the project’s webpage
- A competition will also provide us with a large photo library, given that we have taken the consent of the contesters for storage and use of the photographs.
- Most ‘liked’ photograph is usually the one supported by the best networking campaign, rather than due to its artistic merit. Combining the popular vote with an independent selection board’s opinion can help us make a more balanced decision.

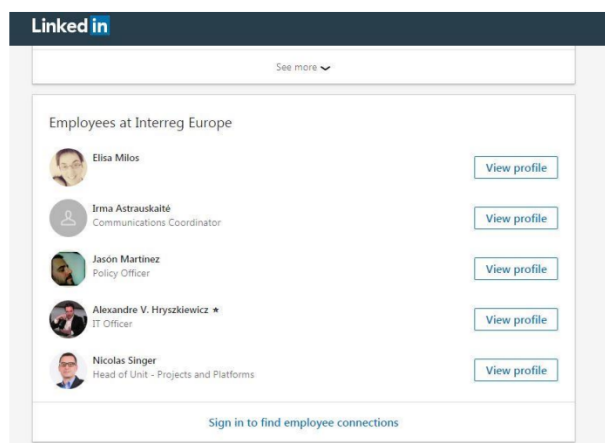
Community management

The social media require to invest an initial effort in order to

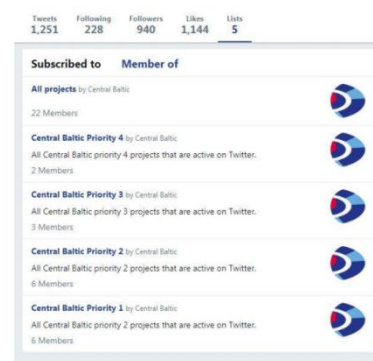
- Build our dynamic community: follow and get followed by projects’ accounts, partner organizations, people that work(ed) with programme and programme bodies.
- Create lists and groups: to follow what’s going on e.g. with your project, also to coordinate Programmes’ community in specific cases (e.g. campaigns) or events (e.g. partnership matchmaking)
- Make sure to stick to one tool for management of our project community.

35

Community management



Community management



Style & Language in Interreg

Giving context in event announcement

 **Interreg MED** @MEDProgramme · Sep 18
The growth of cruise ships 🚢 stopovers in #Mediterranean port cities induces traffic jams 🚗🚕🚚. Discover the solutions of LOCATIONS project of @MEDProgramme at the stand #madewithinterreg at the #EURegionsWeek. @Interreg_eu @RegioInterreg @EU_CoR.



🗨️ 5 ❤️ 5 📧

36

Giving context in 'any' announcement

 **Interreg Europe** @interreurope · May 14
Good practices can be found all across #Europe. But how useful are they if only the project partners know about them? Now you can discover them and submit yours at the Policy Learning Platform: interreurope.eu/policylearning... #policylearning #goodpractice #interreurope



🗨️ 20 ❤️ 22 📧

Details in event hall can give the message



37

EU context: We all are EU programmes



Testimonies for authenticity


Central Baltic @CentralBaltic · Sep 20
On #ECDay2018 we asked passers-by what European cooperation means to them and it turned out that Miguel is in Finland thanks to the cooperation. #cp_fin



0:25 178 views

Estonia - Latvia Programme shared their video.
October 17 at 11:19 PM · 🌐

Looking for a good #SMEcooperation example? This spring we met Oleg and Marti, who represent Latvian and Estonian SMEs. They are working together on new design of the radiation spectrometer. Project is only in the middle of it's implementation, but the first prototype already is made.
HADEDE - <https://estlat.eu/en/estlat-results/hadeede.html>
Video on YouTube - https://www.youtube.com/watch?time_continue=4&v=DATO7z3IHdI
4th call information - <https://estlat.eu/en/for-applicants/for-4th-call-applicants>



366 Views

Estonia - Latvia Programme
June 18 · 🌐

| 10 moments with ESTLAT – HADEDE

We are happy to follow the two SMEs - Baltic Scientific Instruments (developing and fabricating devices for spectrometric ana...
See More

Language: Using questions

38

North Sea Region @NorthSeaRegion · Oct 15
Are you an #interreg transnational superstar, expert, or beginner? Take the quiz to find out! #MadeWithInterreg ow.ly/RnV530mcOk8



Interreg SUDOE, Interreg MED, Danube T. Programme and 7 others

Interreg Europe shared their event.
October 11 at 12:50 AM · 🌐

Are you interested in digital transformation? Register for a webinar 'Enabling the digital transformation. Regional business support ecosystems.'
Learn about the current challenges, successes and lessons learnt from Interreg Europe projects.
The webinar is open to everyone. ... See More



MON, OCT 22 AT 2:00 PM UTC+02

Webinar: Enabling the digital transformation
Interreg Europe · Lille, France
Networking

Like Comment

Ana Cristina Fernandes, Domi Nika and Strecko Mikulic Felix like this.

Language: Being friendly



39

Language: Using local language



ANNEX IV - Standard Eurobarometer 88 Autumn 2017

(Double click on in)



Standard Eurobarometer 88 Autumn 2017

Report

Media use in the European Union

Fieldwork

November 2017

Survey requested and co-ordinated by the European Commission,
Directorate-General for Communication

This document does not represent the point of view of the European Commission.
The interpretations and opinions contained in it are solely those of the authors.

Standard Eurobarometer 88 – Wave EB88.3 – TNS opinion & social



4. GLOSSARY

A

APPLICATION PROGRAMMING INTERFACE (API)

An API is a documented interface that allows one software application to interact with another application. An example of this is the Twitter API.

AUDIENCE INSIGHT

Useful analysis tool to get the information on the public present on Facebook, or potentially interested in the contents of a particular brand.

B

BITLY.COM

Bitly is a free URL shortening service that provides statistics for the links users share online. Bitly is popularly used to condense long URLs to make them easier to share on social networks such as Twitter.

BRAND VALUE

Create value for the brand means being consistent across different channels and applying the same social media voice, in order to form positive associations of our visitors. Coherency with thematic, authenticity of the messages, content curation, deepen relationship and engagement with target audience, immediately recognizable visual identity are the elements of the social media branding strategies to ensure that the brand is being represented the way we want, enabling it at the same time to amplify results.

C

CARING

The set of activities to take charge of requests, complaints and complaints from users related to our products, services and more generally to our brand

CPC - COST PER CLICK

Which is exactly what it means, the cost for every time someone clicks on your ad

CR - CONVERSION RATE

Is the **percentage** of visitors who take a desired action on our website. It is measured by the number of potential visitors performing the desired action, filling out a form, or some other goal of the web page. Conversion rate refers to a common metric tracked in social media that is the percentage of people who completed an intended action (i.e. filling out a form, following a social account, etc.)

CTR - CLICK THROUGH RATE

The percentage of impressions which resulted in a link click

E

ENGAGEMENT RATE

a popular social media metric used to describe the amount of interaction -- likes, shares, comments -- a piece of content receives

ESCALATION

the activity of forwarding to third-party offices or departments requests or cases to be managed by users on ours properties. The escalation ends with the resolute feedback from the third party requested

F

FAN

Fans is the term used to describe people who like your Facebook Page

FOLLOWER

In a social media setting, a follower refers to a person who subscribes to your account in order to receive your updates (TW, IG)

H

HASHTAG

A hashtag is a type of label used on some Social as a thematic aggregator. Its function is to make it easier for users to find messages on a specific theme or content.

I

IMPRESSION

An impression refers to a way in which marketers and advertisers keep track of every time ad is "fetched" and counted (sort of potential audience)

INFLUENCER

A social media user who can reach a relevant audience (whether large or small) and create awareness about a trend, topic. They have established credibility with their audiences, and marketers work to build relationships with them in order to reach those audiences.

M

MASH UP

A content mashup contains multiple types of media drawn from pre-existing sources to create a new work. Digital mashups allow individuals or businesses to create new pieces of content by combining multiple online content sources.

MENTION

A mention is a Twitter term used to describe an instance in which a user includes someone else's @username in their tweet to attribute a piece of content or start a discussion.

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MODERATION

The moderation actions of content posted by users on our properties, and related implementation rules.

N

NETIQUETTE

The set of rules of conduct required for users of our fan page. These are the "rules of the house", those of common sense to guarantee the quiet life of the users and a civil conversation.

P

POLICY OF THE SOCIAL MEDIA

The set of rules that regulate the behavior of employees and employees of the brand on social media.

R

REACH

The number of people a brand could target using advertising. It also signifies how many people have had sight of a particular post.

REPUTATION

An online reputation, or e-reputation, is the reputation of a company, product, service or any other element on the Internet and digital platforms. This online reputation is impacted by the content an organisation distributes, the reactions of and interactions with web users (do they share it with own community), activity on social networks, etc.

T

tone of voice

44 Language and conversational mode to be used to approach own fans, potential new users, followers etc. in order to establish a relationship of trust with them.

TROLL

refers to a person who is known for creating controversy in an online setting. They typically hang out in forums, comment sections, and chat rooms with the intent of disrupting the conversation on a piece of content by providing commentary that aims to evoke a reaction

U

UGC

The acronym stands for User-generated content (content generated by users) and refers to any kind of content created by users and spread on the Internet, often on Social media