

D 2.1.1. E-CHAIN

Communication Strategy

Activity A.2.1 Start-up activities

December 2019 – Final

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Project Acronym	E-CHAIN
Project ID Number	10048282
Project Title	Enhanced Connectivity and Harmonization of data for the Adriatic Intermodal Network
Priority Axis	4 - Maritime Transport
Specific objective	4.1 - Improve the quality, safety and environmental sustainability of marine and coastal transport services and nodes by promoting multimodality in the programme area
Work Package Number	2
Work Package Title	Start-up activities
Activity Number	2.1
Activity Title	Media relation and publications
Partner in Charge	PP5 - University of Rijeka, Faculty of Maritime Studies Rijeka
Partners involved	LP - Municipality of Ancona PP1 - Amatori Interestate SRL PP2 - Brusutti S.R.L. PP3 - G.M.T. S.P.A. PP4 - University of Trieste PP6 – Prosoft d.o.o. PP7 - Jadrolinija PP8 - City of Split PP9 - Rathmann d.o.o.
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Oct'19	draft	Ogrizovic				draft
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ACRONYMS / ABBREVIATIONS

ACRONYM	DEFINITION
PP	Project partners
PT	Project Team
TC	Technical task coordinator
WP	Work package
IT	Information Technologies

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1. Introduction

The Communication Strategy (CS) document is part of Work Package 2 - Communication activities of the E-CHAIN project, co-financed from the EU and the 2014 – 2020 Interreg V-A Italy -Croatia CBC Programme, inside the priority axis Maritime transport, responding at the specific objective n. 4.1: “Improve the quality, safety and environmental sustainability of marine and coastal transport services and nodes by promoting multimodality in the Programme area”.

The E-CHAIN communication strategy contributes to the Programme Communication Strategy and is a key element to ensure the transferability of project outputs itself. It will set the ground for organizing and planning all communication and dissemination actions focusing on awareness raising, increasing knowledge, influencing attitudes and changing the behavior of specific stakeholders and target groups of the project. It will be done by linking project objectives, foreseen outputs and desired results to the communication tools, activities and objectives. The document will provide clear division of tasks, together with the simple guidelines on how to perform the single activity, how to share knowledge and information between PPs and it aims at helping project partners while planning or being involved in any kind of communication activities, especially those addressed to the project's priority target audiences.

The communication and dissemination activities will raise the awareness for project findings and will have the potential to impact positively on different kinds of policies and on the media. Thanks to the transnational approach of the action and the involvement of stakeholders of 2 different countries and 10 partners, the proposed strategy will guarantee the transferability of the results to other target groups, sectors and geographical areas.

In particular, the Communication Strategy outlines key messages, target audience, tools and activities related to facilitating dissemination of information such as: the project website; social network accounts; the project portraits; publications, press releases, e-newsletters, promotional materials and dissemination events.



A crucial role for the dissemination of the project outputs is played by the action plan that will be developed by the LP. Aims of the Communication Strategy is to emphasize and communicate the project objectives and results increasing visibility and transparency and ensuring the efficiency and best impact of the planned dissemination and communication activities.

The CS is prepared by the University of Rijeka, Faculty of Maritime Studies (PP5), the project partner responsible of WP2 - Communication activities, and discussed and approved by the whole partnership.

2. Overview of the project

E-CHAIN main objective is to enhance connectivity and harmonization of data for the Adriatic Intermodal Network, through the realization of a modular integrated software (E-CHAIN platform) for the management of intermodal transport services in port areas for passenger transport.

E-CHAIN is based on the experience of the Consortium in the management of Italian and Croatian ports logistics issues, on the need to standardize and computerize the procedures in order to achieve a consistent cost savings, reducing travel time, improving transport efficiency and consequent pollutants emissions (CO2) reduction. To enhance the current situation, E-CHAIN will focus on providing new services such as an improved Port multimodal infomobility system for the passengers, a ticketing system integrated with other transport modes, an advanced touristic co-marketing tool for the operators.

These services will be designed and deployed in the selected pilot sites (Ancona, Split and Venice) by:

- Establishing requirements, specifications for E-CHAIN services and for integration with existing systems;
- Creating detailed reference architecture that complies with relevant standards, best practices;
- Verifying the adapted services against the requirements and specifications.

E-CHAIN project will create a collaborative-multidisciplinary platform for innovative services that will have clear emphasis on conscious "sustainable" mobility including CO2 emission classification by:

- Developing selected services according to the specifics (WP3);
- Deploying service versions at pilot sites;
- Developing WS to allow integration between different systems for a multimodal transportation: E-CHAIN will provide trip solution optimizing resources and real-time events including booking/ticketing modules for an integrated payment among different operators.

E-CHAIN platform will finally demonstrate its applicability with the deployment in three pilot sites. A Business model suited to adapt the technology developed in the three applicative contexts will be created and specific needs will be taken into account.

Target groups who will benefit from E-CHAIN results:

- citizen and tourists will benefit from E-CHAIN services;
- local/public authorities who will implement info-mobility system and they will benefit in terms of transport efficiency, tourism, image;
- transport and touristic operators, cultural - entertainment event - exhibitions, whose specific need will be considered in business model (WP5). Transport operators will also benefit of training service and Touristic ones can be included in the E-CHAIN platform promoting its services to their clients;
- Logistic-transport operators at EU, International or national level will benefit as potential future clients and they will ensure transferability of E-CHAIN.

The common integrated approach for both countries, both for ticketing and infomobility, is considered a new concept that will improve the existing transport.

E-CHAIN project, in line with results expected by the IT-HR Programme, aims at contributing to improve the quality, safety and environmental sustainability of marine and coastal transport services.

Main outputs and results:

- Definition of users' functional and performance requirements for the proposed ECHAIN platform and APP features, after the identification of SoA, identified stakeholder roles and goals, defined use-cases (3 pilot sites), analysed potential E-CHAIN service use-cases, studied service and content providers' requirements.
- E-CHAIN collaborative and multidisciplinary platform for a seamless trip solution and service implementation. E-CHAIN will provide timetables and travel solutions optimizing resources (vehicles, staff), real-time events: plan trip from origin to destination, integrating train, bus & ferry logistic information. E-CHAIN will include booking&ticketing allowing the payment of transport modes of different operators thanks to the integration between local IT systems and stakeholder involvement:
- transport operators, passengers Maritime agency, public authorities.
- E-CHAIN pilot implementation which consists of Business Model creation based on specific Pilot sites needs: Ancona, Split, Venice; staffs training; Installation plan for the Pilot Sites; operational test; evaluation of the project benefits and final review of the Business Plan defining corrective actions for each Pilot Site and examining the most promising ways for transferability.

3. Communication and Dissemination

General objectives and responsibilities

The main goal of the Communication strategy 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 organized by the partnership, we intend to guarantee:

- maximum impact of the project itself during its lifetime (30 months)
- sustainable benefits to the stakeholders involved.

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

Communication strategy contains activities description as planned in Workpackage 2 in the approved Application form, guidelines for the use of official logos, visual identity elements, templates and formats.

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

- **Specific**: it contributes to the relevant change at the specific objective level
- **Measurable**: it is possible to measure the baseline, the target and, if necessary, the milestones
- **Achievable**: it is possible to achieve the target
- **Relevant**: it contributes to the change at a priority axis and Programme level
- **Time-bound**: it is available and updated at different points in time

PP 5 has overall responsibility for the communication approach and coordinates the communication and dissemination activities in close cooperation with Programme Management structure. The CS will enhance the impact of the project, describing all management (internal), thematic and result related communication activities.

The success of project communication depends on establishing and developing continuous relations with the key target groups and general public throughout and even beyond the project lifetime.

Internal and external communication

The Communication strategy 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 ensuring a good collaboration system, defining punctual workflow and a reporting system among Partners. Partners must be aware of the purpose and their fundamental role in increasing the impact and visibility of the project. Internal communication foresees mailing and quick interpersonal communication (chat, skype call, conference 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 implementation¹.

E-CHAIN project partnership appointed a Communication Manager (PP5 - University of Rijeka, Faculty of Maritime Studies) and PPs Communication responsible persons. Communication Manager is responsible for planning and coordination of communication measures for the whole project. PP5 will keep the contact with the communication responsible persons of each partner and with the Lead partner.

The main responsibilities of the Communication Manager are:

¹ INTERREG V A Italy - Croatia CBC Programme Factsheet n. 8 "Project Communication", pag. 2 - 3

- setting communication aims for the work packages and ensuring consistency of the aims, target groups and approach;
- support in planning and implementation of the communication between project partners;
- coordination and support of persons responsible for communication in partner organisations;
- ensure a good collaboration system
- defining a reporting system
- cooperation with MA/JS on communication issues

In addition, 10 Project Partners and Steering Committee (SC) meetings in partner countries will be organized to share partners activities and project progress of the WPs.

The arranged schedule of the Steering Committee meetings is as follows:

- December 2019 in Ancona;
- March 2020 Dubrovnik
- September 2020 in Venice;
- December 2020 in Split;
- March 2020 in Trieste
- June 2021 in Rijeka

The whole partnership of the project shares the following key principles:

- all Project Partners should be constantly informed, have an easy access to all relevant information and can easily distribute/share information;
- communication and dissemination should be open, honest, purposeful and timely;
- communication is a two-way process: it is not just a matter of messages being passed down from the Lead Partner to Project Partners, but upward and horizontal communication on a regular basis is equally important for a smooth implementation of the project.

Every PP is called to provide its contribution in order to update the information concerning the project as well as to enlarge the scope of its dissemination and increase its visibility.

For internal communications, it is suggested to use:

- electronic mail;
- intranet tool;

- working meetings between individual partners, Steering Committee (SC) meetings or meetings through Skype, Zoom, MS Teams, etc.

The role of the Partners is essential for the Project, as they can build upon the specific communication needs of their country. More specifically, their responsibility is to:

- identify target groups and information needs in their area;
- contribute to the implementation of communication plan, ensure ongoing capitalization on results at national and regional levels;
- establish and maintain contacts with regional and national stakeholders;
- provide contact details to the project;
- identify information gaps, as well as synergies with other AS projects.

Communication manager

	Communication Manager
Name	Dario Ogrizovic
Partner organisation	PP5 - University of Rijeka, Faculty of Maritime Studies

PPs Communication responsible persons

Partner organisation	Contact person for communication
LP - Municipality of Ancona	Andrea Di Giuseppe
PP1 - Amatori Interestate S.R.L.	Corrado Ceccarelli
PP2 - Brusutti S.R.L.	Marco Cocciarini
PP3 - G.M.T. S.p.A.	Emanuele Giglio
PP4 - University of Trieste	Chiara Gelmini
PP6 - Prosoft d.o.o.	Nelida Pogacic
PP7 - Jadrolinija Rijeka	Mladen Koturovic
PP8 - City of Split	Radojka Tomasevic
PP9 - Rathmann d.o.o.	Nikola Smircic

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.

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.

Taking all these prerequisites into consideration, two potential core messages for E-CHAIN are:

- Innovative multimodal transport services
- Harmonized services for passengers put in place

The communication system should be tested periodically to ensure that messages are received and understood and the receivers are satisfied with the method deployed.

Target groups

Definition of “target group” is a clearly identified audience that has an interest in the project, either directly or indirectly. They either should know about the project’s activities, they might benefit from the project outputs and results or their involvement might even be necessary to ensure the durability of the project outputs and results².

The target audience for each activity within E-CHAIN project will comprise the following groups:

² INTERREG V A Italy – Croatia CBC Programme Factsheet n. 8 “Project Communication”, page 4 - 5

- General public
- Local, regional and national public authorities
- Regional development agencies
- Enterprises, transport operators including operators of multimodal logistics hubs, infrastructure providers
- Transport associations
- Regional innovation agencies
- NGOs
- Education and training organisations as well as universities and research institutes

The success of project communication depends on establishing and developing continuous relations with the key target groups and general public throughout and even beyond the project lifetime. Keeping that in mind, target groups as well as project stakeholders should be involved in the communication activities from the very beginning.

Further on, the sustainability of an effective communication strategy and the lifelong durability of relationships with the target groups will be achieved if the relationship is:

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

Target groups description

Target group	General public
Target value	10000

Description	<p>The end users are necessary to guarantee the reliability of the project after the end and they are the main target group who will give important feedback in terms of User Interface, User experience, reliability and ease to use the pilot tools. Main categories of general public identified as the most interested to the project outputs will consist of working people and tourists, but also all others citizens that could obtain benefit from E-CHAIN implementation.</p>
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Target group	Regional development agencies
Target value	15
Description	<p>Regional development agencies, as operative branches of Regional authorities, oversee implementing theoretical regional policies, into actual actions. Regions and local authorities draws up specific Regional/Urban Mobility Plans and foresees detailed guidelines which include the increase of multimodal transport, but the risk that those indications could remain not applied is tangible if regional agencies do not take appropriate care of those guidelines.</p>

Target group	Enterprises, transport operators including operators of multimodal logistics hubs, infrastructure providers
Target value	50

Description	Enterprises, European and international transport and logistic operators and infrastructure providers will be essential for E-CHAIN project providing data on mobility, transport flows, services and multimodal actions already implemented. These subjects will take part in the realization of multimodal transport activities in the selected pilot sites, providing the necessary physical infrastructures, vehicles and other materials.
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Target group	Transport associations
Target value	10
Description	Transport associations can have a primary role on promoting and incentivising the diffusion of multimodal transport systems among their associates. Often, they do not know enough about multimodal themes and their benefits, that is why they will be encouraged to participate in training activities to improve knowledge and data analysis on multimodal transport sector. They can also have an active role providing innovative feedbacks on solutions to foster intermodality.
Target group	Regional innovation agencies
Target value	15
	Regional innovation agencies could actively participate in the multimodal transport design identifying, on the base of specific needs, what aspects or element must be improved following multimodal criteria. They can elaborate, evaluate and adapt the most innovative ICT and sustainable solutions in order to obtain maximum benefits to every local scenario. Therefore, they will give

Description	their useful contribution during the feasibility studies' phase ad pilot actions realization.
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Target group	NGOs
Target value	5
Description	NGOs will be interested in E-CHAIN results and in the promotion and dissemination of positive environment impacts due to a larger use of multimodal transport/services. It will have also a positive effect on touristic side improving the image of places involved in the projects that are famous also for their touristic attractions.

Target group	Education and training organisations as well as universities and research institutes
Target value	20
Description	Two universities are partner in the project. UNITS will provide training sessions, also broadcasted as live streaming, that will be attended by project partners and all stakeholders interested on multimodal topics. Following those sessions, any other education or training organisations as well as other universities or research institutes, could replace similar initiatives, obviously with a previous agreement with the first university concerning the use of training materials.

Target group	Local, regional and national public authorities
Target value	25
Description	National and regional public authorities, are very often the key decision makers to define the investment priorities of the maritime and land/ferry transport nodes. To that extent, they are a target to ensure the proper awareness on the expected benefits of the project for the development of eco-friendly transportation and sustainable tourism of involved areas. They will be informed on project results since results will be positively contribute local and national multimodal development policies.

4. Communication activities

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 relation and publications
- WP2 Act. 2.3. Digital activities
- WP2 Act. 2.4. Public Events

The Work package 2 activities start with the beginning of the E-CHAIN project and will be implemented throughout the whole project lifespan.

WP2 is composed of four activities and each activity is described in detail including:

- Objective
- Output
- Duration
- Budget

Activity	Start/end date	Action	Output	KPI
2.1 Start-up activities	1.1.19/1.7.19	D 2.1.1 – E-CHAIN Communication Strategy	CS shared with LP and PP	Dissemination of project activities and results
		D 2.1.2 – Communication Plan	CP shared with LP and PP	

		D 2.1.3 – Tools for coordinated E-CHAIN image	Designed printed material	Printed by each PP and display at each PP premises
		D 2.1.4 – E-CHAIN Kick-Off Meeting	Coordination of activities	Defined activities
2.2 Media relation and publications	1.1.19/30.6.20	D 2.2.1 – Publication in selected journals and conferences	Presenting project results and stimulating debate, exchange of ideas and best practice regarding the topics addressed	Attendance and media coverage
		D 2.2.2 – E-CHAIN Campaign on media		
		D 2.2.3 – Project leaflets		
		D 2.2.4 – Project roll-up		
		D 2.2.5 – Project gadgets		
2.3 Digital activities	1.1.19/30.6.20	D 2.3.1– E-CHAIN website on IT-HR web platform	Setting up of the information on the project website and on social media	Information and periodical updates of project website and social media in order to raise awareness and increase knowledge about project activities and results
		D 2.3.2– E-CHAIN website on IT-HR web platform management		
		D 2.3.3– E-CHAIN social media strategy		
		D 2.3.4– E-CHAIN social media tools management		
		D 2.3.5– PPs institutional	Setting up PP institutional	

		websites E-CHAIN publicity	websites about the project	
		D 2.3.6– Mid-term Communication report	Assessing the impact of communication activities, number of target groups reached and fulfilment of communication objectives	Dissemination of communication project activities and results
		D 2.3.7– Final communication report	Reporting data on Communication at national and local level	
2.4 Public Events	1.1.19/30.6.20	D 2.4.1 – Local Public Events	Presenting project actions, objectives and results	Attendance and media coverage
		D2.4.2 - Final Conference		
		D2.4.3 - IT-HR/European Institution public events		

5. Budget for Communication activities

The total available budget for Communication and Dissemination activities for all Project is 356.035,45 €.

WP 2 Communication activities	2.1 Start-up activities	€ 11.226,45
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	2.2 Media relation and publications	€ 77.847,50
	2.3 Digital activities	€ 104.810,35
	2.4 Public Events	€ 162.151,15
Total		€ 356.035,45

Allocation of the budget among all PPs

Partner name	WP 2
LP - Municipality of Ancona	€ 29.720,00
PP1 - Amatori Interestate S.R.L.	€ 14.610,00
PP2 - Brusutti S.R.L.	€ 37.075,00
PP3 - G.M.T. S.p.A.	€ 21.897,60
PP4 - University of Trieste	€ 35.875,00
PP5 - University of Rijeka, Faculty of Maritime Studies	€ 81.383,50
PP6 - Prosoft d.o.o.	€ 28.078,70
PP7 - Jadrolinija Rijeka	€ 50.932,40
PP8 - City of Split	€ 43.827,50
PP9 - Rathmann d.o.o.	€ 12.635,75
Total	€ 356.035,45

6. 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
- 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.



Communication activities Gantt chart

Communication activities Gantt chart identify in immediate way the date of delivery of all WP2 outputs.

Activities / Deliverables	Start	Finish	2019												2020												2021											
			sjj	vj	ožu	tra	svi	lip	srp	kol	ruj	lis	stu	pro	sjj	vj	ožu	tra	svi	lip	srp	kol	ruj	lis	stu	pro	sjj	vj	ožu	tra	svi	lip						
A 2.1 Start-up activities	1.1.2019.	30.4.2019.	[Gantt bar]																																			
D 2.1.1 – E-CHAIN Communication Strategy	1.1.2019.	28.2.2019.	[Gantt bar]																																			
D 2.1.2 – Communication Plan	1.1.2019.	28.2.2019.	[Gantt bar]																																			
D 2.1.3 – Tools for coordinated E-CHAIN image	1.1.2019.	28.2.2019.	[Gantt bar]																																			
D 2.1.4 – E-CHAIN Kick-Off Meeting	17.4.2019.	18.4.2019.	[Gantt bar]																																			
A 2.2 Media relation and publications	1.1.2019.	30.6.2021.	[Gantt bar]																																			
D 2.2.1 – Publication in selected journals and conferences	1.1.2019.	30.6.2021.	[Gantt bar]																																			
D 2.2.2 – E-CHAIN Campaign on media	1.1.2019.	30.6.2021.	[Gantt bar]																																			
D 2.2.3 – Project leaflets	1.1.2019.	30.6.2021.	[Gantt bar]																																			
D 2.2.4 – Project roll-up	1.1.2019.	30.6.2021.	[Gantt bar]																																			
D 2.2.5 – Project gadgets	1.1.2019.	30.6.2021.	[Gantt bar]																																			
A 2.3 Digital activities	1.1.2019.	30.6.2021.	[Gantt bar]																																			
D 2.3.1 – E-CHAIN website on IT-HR web platform	1.1.2019.	31.1.2019.	[Gantt bar]																																			
D 2.3.2 – E-CHAIN website on IT-HR web platform management	30.1.2019.	30.6.2021.	[Gantt bar]																																			
D 2.3.3 – E-CHAIN social media strategy	1.1.2019.	31.1.2019.	[Gantt bar]																																			
D 2.3.4 – E-CHAIN social media tools management	30.1.2019.	30.6.2021.	[Gantt bar]																																			
D 2.3.5 – PPS institutional websites E-CHAIN publicity	1.4.2019.	30.4.2019.	[Gantt bar]																																			
D 2.3.6 – Mid-term Communication report	1.6.2020.	30.6.2020.	[Gantt bar]																																			
D 2.3.7 – Final communication report	1.6.2021.	30.6.2021.	[Gantt bar]																																			
A 2.4 Public Events	1.1.2019.	30.6.2021.	[Gantt bar]																																			
D 2.4.1 – Local Public Events	10.6.2019.	30.6.2021.	[Gantt bar]																																			
D 2.4.2 – Final Conference	7.6.2021.	7.6.2021.	[Gantt bar]																																			
D 2.4.3 – IT-HR/European Institution public events	1.1.2019.	30.6.2021.	[Gantt bar]																																			