

SMecoMP

Communication, Dissemination and Exploitation Plan and Handbook

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Executive Summary

Small and medium-sized enterprises (SMEs) in the Balkan Med area face strong challenges, especially in the areas of innovation, entrepreneurship and environmental protection and investment in innovative and/or "green" products or services is very small. Furthermore, the recent economic crisis increased unemployment and created the biggest brain drain in the region in modern times, depriving SMEs and Higher Education Institutes (HEI) from young, talented, and well-educated personnel. Eco-innovation and environmental technologies (especially in small and medium sized enterprises-SMEs) offer many possibilities in meeting the twin challenges of environmental degradation and the economic crisis.

In this framework, the **«SMecoMP» project** addresses both challenges by developing a strong and resilient knowledge alliance among HEIs, vocational education training (VET) centres and SMEs, to promote eco-entrepreneurship, management and innovation. The overall objective is to promote eco-management and innovation among existing SMEs and support young entrepreneurs in entering in the "green" and/or "blue" economy, creating new added value jobs, improving the area's competitiveness, ameliorating the brain drain phenomenon, contributing thus to the area's sustainable development.

The «SMecoMP»'s main outputs are:

- «SMecoMP» transnational network of academics, SME's staff and other stakeholders that strengthen their collaboration and improves their capacities,
- development of a learning-outcomes based curriculum and 4 training modules, focusing on Eco-Innovation and Entrepreneurship (EIE) knowledge and skills, catering to the needs of SMEs' staff and young entrepreneurs,
- establishment of the «SMecoMP» pre-Incubator program for individual entrepreneurs to receive training, coaching and mentoring,
- customization of an ICT training platform to deliver blended learning courses on EIE.

HEIs' participation in «SMecoMP» will improve their understanding of actual markets' needs and thus their curricula, and enhance cooperation with businesses. SMEs will benefit from receiving training for their staff in sustainable practices, improving economic performance and competitiveness.

SMEs' staff will improve their skills and competences, enhancing their performance at current occupation and also their employment opportunities. Young entrepreneurs will be supported to develop their ideas by receiving services such as management training, mentoring, coaching

and networking connections «SMecoMP» activities will be implemented by a well-balanced and -structured partnership including 4 HEIs, 2 SMEs' umbrella organizations with VET centres and 2 entities promoting and supporting innovation and entrepreneurship. «SMecoMP» partnership comes from Greece, North Macedonia, Bulgaria and Cyprus and incorporates 2 observer partners, one with a permanent delegation in Albania.

The present **Dissemination and Communication plan** describes in detail the dissemination activities planned by the consortium of the «SMecoMP» project. It includes all important aspects of planned dissemination activities, defines dissemination phases and presents planned material and tools to be prepared in order to disseminate information on the project «SMecoMP». It aims to define the dissemination goals as well as the project's target audience and channels through which the project results are going to be promoted.

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1. Introduction

1.1. Scope of the Project

Small and medium-sized enterprises (SMEs) dominate economic activity in all countries of the Balkan-Mediterranean programme area. Despite their, substantially above EU average, contribution to their economies, SMEs in the programme area face strong challenges, especially in the areas of entrepreneurship and environment, which are exacerbated by the continuing economic crisis. Despite recent efforts to ease the process of starting and closing a company, there are still significant problems in promoting the setup of innovative, growth producing SMEs. Although countries in the area have some of the highest proportions of micro-enterprises in the EU, these are mostly small businesses focused primarily on producing current family income instead of boosting innovation and generating growth.

Furthermore, only a small proportion of SMEs are investing in resource-efficiency measures or produce ‘green’ products/services. There are still vast opportunities, shared by all countries in the area, in both managing environmental resources and natural beauty areas (for example SMEs in alternative and eco-tourism or in green food supply chain) and introducing environmental issues in managing SMEs (energy efficiency, waste reduction, etc). Another common challenge is the brain drain phenomenon, which though, could also be viewed as an asset for SMEs since they can capitalize on young people with good education high motivation and excellent talent.

The “SMecoMP” project addresses the above common challenges and exploits the use of common assets, by creating a network of academic institutions and businesses’ umbrella organizations in the programme area that will develop an educational framework to create and support eco-entrepreneurship and the appropriate eco-management tools and skills for businesses’ staff and managers. The project’s approach relies mainly on developing a business-university collaboration across countries in the programme area to promote eco-entrepreneurship, management and innovation. Universities are an integral part of the “skills and innovation supply chain” to business.

However, for this supply chain to be of high quality, strong, resilient and close collaboration, partnership and understanding between businesses and universities are required. These are the foundations upon which the “SMecoMP” Transnational Network will be developed in order to address the two main common challenges identified above, inadequate entrepreneurship education and environmental and resource management knowledge and skills.

Through collaboration, the “SMecoMP” will develop a comprehensive framework of training curricula that include courses, coaching and mentoring tools, seminars, workshops, impromptu think tanks and motivational videos, provided through classroom or electronic environments.

Although none of these tools is innovative on its own, [the combination of all of them, including the joint collaboration of Universities with SMEs](#), the tailor-made learning modules on eco-entrepreneurship and management and their focus on SMEs, definitely covers an existing gap in the programme area. “SMecoMP” will offer an innovative learning framework, by collaboration of the project’s strategic partners (Universities, VET centers and SMEs), to support education modernization and SMEs’ staff lifelong learning. “SMecoMP” will teach, mentor and coach green entrepreneurs that will produce/offer a product, service, or process that benefits the environment. Promoting the participation of the area’s SMEs in the “green economy” and, in the same time, exploring cooperation opportunities, will improve the area’s competitiveness.

The project’s main target groups and their benefits are:

- SMEs that will benefit from receiving training for their staff and managers in eco-management practices, from sharing experiences and know-how, improving economic performance and competitiveness,
- SMEs’ staff that will improve their skills and competences, enhancing their performance at current occupation and also their employment opportunities,
- Young entrepreneurs that will receive training, coaching and mentoring improving their abilities to function effectively as entrepreneurs or in an entrepreneurial capacity, launching their own SMEs, pursue personal ventures and propagate relevant values and knowledge,

- Universities that will develop an innovative learning framework on collaboration with SMEs and improve their understanding of markets’ needs, improve curricula and enhance cooperation with businesses. Academic and technical staff, through sharing experiences with business, will improve their teaching material and update their research agenda. Students will acquire enhanced skills that will allow them to think creatively, be innovative, develop awareness of intellectual assets and enhanced capacity, to manage and exploit them.

2. Analysis of the targets and the content of the Communication Strategy

2.1. Scope of the Document

Project communication is the exchange of project-specific information. Effective communication creates understanding of information given and received.

Preparing the project Communication and Dissemination plan assists the project team in identifying internal and external stakeholders and enhances communication among all parties involved in the project. The project team writes a Communication and Dissemination plan to ensure that an effective strategy is built into the project delivery process. The plan is a framework and should be a living, evolving document that can be revised and updated at regular intervals.

“Project communication management includes the processes required to ensure timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of project information.” Project communication management tools and techniques ensure the timely and appropriate generation, collection, dissemination, storage and ultimate disposition of project information.

Communication and dissemination of results and awareness of the existence of the partnership also help the process of networking with possible stakeholders. Specific aims of promotional and dissemination activities are the promotion of knowledge sharing, the creation of greater public awareness and the promotion of the public understanding and participation in “SMecoMP” activities.

It is expected that the elaboration of this communication and dissemination plan coupled with partners’ activities, will achieve maximum awareness of project activities and results. This deliverable includes information regarding:

- The project’s identity,
- The main target groups of the project’s outcomes and the end users envisaged,

- The dissemination activities and the communication tools (i.e. the SMecoMP Transnational Network),
- The way the planned events will be organized (venues, dates, duration, number of participants, source and target languages),
- The communication material to be produced (e.g. mailing list, electronic E-newsletter with resume of reports and event agenda, articles on specific topics) in order to promote project’s results,
- The responsibilities addressed to each partner.

In other words, the agreed dissemination plan will define “What to Whom”, “How”, “When” and “Where” the dissemination activities will be implemented.

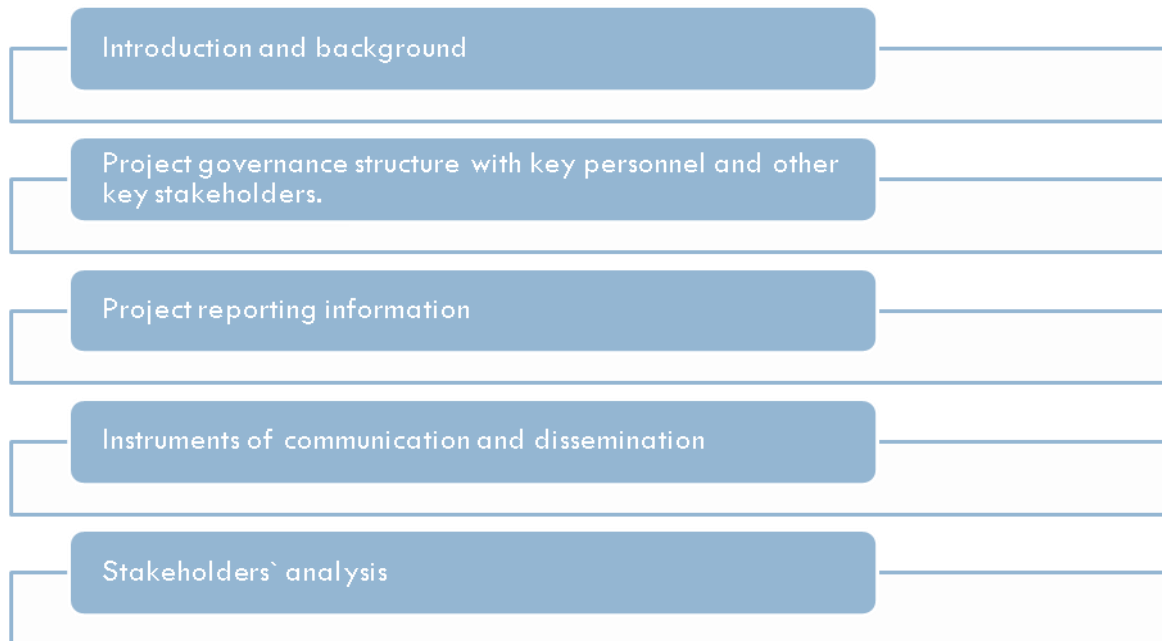
Partner number	Organisation Name
LP (PB1)	University of Macedonia – Department of Economics (GR)
PB2	Federation of Industries of Northern Greece (GR)
PB3	Bulgarian Industrial Association – Union of the Bulgarian Business (BG)
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The overall budget of the project is € 945.510,78.

2.2. Objectives of the Dissemination and Communication Plan

The aim of the Communication and Dissemination Plan is to provide useful information on project results to all target groups and potential end users and raise awareness to all interested stakeholders. It will also help SMecoMP partners to better organise and conduct all project’s foreseen communication, dissemination and further exploitation activities.

Dissemination and Communication Plan consists of the following elements:



There are 4 levels of communication and dissemination target groups:

Level 1: Confidential, only for members of the project partnership

Level 2: Restricted to other program participants (including Commission services and project reviewers)

Level 3: Direct beneficiaries, end users Stakeholders and policy and decision makers (including the members of the SMecoMP Knowledge Alliance network)

Level 4: The general public.

The different types of target groups will be clearly identified and will be categorized according to their main activities’ fields and needs in respect with the project results. The formulated project partnership has the full potential to reach all target groups, because of the excellence, experience and the extended networking each project partner reveals in his sector.

The key to the success of the “SMecoMP” project is the actual implementation of the following communication objectives:

- Engage, motivate, inform and educate existing and potential eco-entrepreneurs from the following target groups:
 - ✓ SMEs
 - ✓ Young entrepreneurs
 - ✓ Students, eager to be eco-entrepreneurs

- Attract, inform and engage experts and stakeholders with the use of multiple communication and publicity means.

- Increase knowledge and bring together entrepreneurs and potential entrepreneurs from the target groups in order to increase project visibility and further disseminate results.

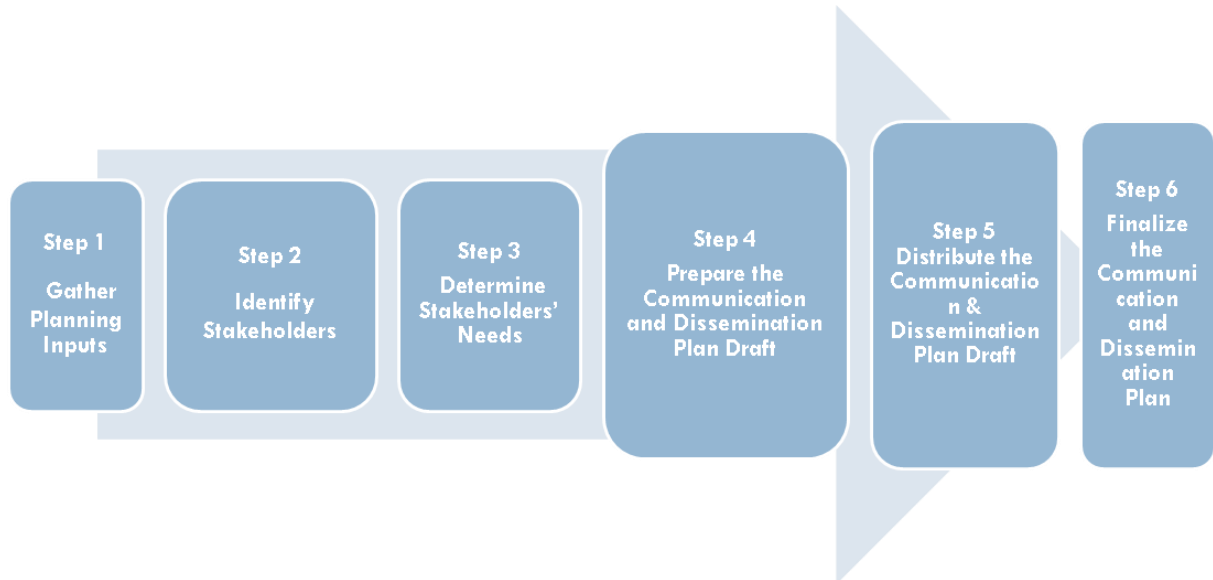
Stakeholder management and communication for “SMecoMP” project will focus on conveying the right message, to the right audience at the right time, using the most appropriate method(s) available.

However, it must be stated that communication and publicity are not a static process; rather, it’s one that needs to react to any circumstances and incorporate external environment changes into effective communication tactics. In this prospect, the role of the Communication Manager of the project who Lead Partner will appoint is crucial.

2.3. Preparing the project Dissemination and Communication plan

Preparing the project Dissemination and Communication plan assists the project team in identifying internal and external stakeholders and enhances communication among all parties involved in the project. The project team writes a Dissemination and Communication plan to ensure that an effective Dissemination and Communication strategy is built into the project

delivery process. The plan is a framework and should be a living, evolving document that can be revised and updated at regular intervals. There are 6 simple steps needed, to prepare and accept the communication and dissemination plan:



2.4. Steps for implementing the project Dissemination Strategy

The implementation of project dissemination strategy is a four-step process:

Step 1. *Define a clear expression of the project mission and its goals*

Step 2. *Address the right target audience with the right message through the appropriate channels*

i) Identification of project target groups

- Short term target groups.
- Long term target groups.

ii) Identification of communication channels/instruments

- Online instruments.
- Events.

- Documents.

iii) Identification of the preferable Dissemination and Communication Level

- Level one: Confidential, only for members of the consortium (including Commission services and project reviewers)
- Level two: Restricted to other program participants (including Commission services and project reviewers)
- Level three: Core target group, Stakeholders and decision makers (including the members of the SMecoMP Knowledge Alliance network)
- Level four: The general public.

Step 3. *Engage stakeholders and motivate them to become active participants in the project activities (questionnaires, workshops, Trainees Counselling and Tracking System).*

Step 4. *Monitoring and evaluation of the activities' effects*

i) Selection of tools and methodologies for evaluation of dissemination activities,

ii) Integration of performance indicators defined in project application form,

iii) Evaluate Dissemination gaps-cooperation with a 5 years Communication, Dissemination and Exploitation Plan (CDEP), which will describe in detail, the internal and external communication procedures of the project, all informational and dissemination activities including target and evaluation criteria, instruments and tasks responsibilities for each partner.

✓ *Internal Communication*

In the day-to-day work the project partners communicate via e- mails and telephone.

The members of each partner Working Team make sure that e-mails are received and answered within two working days by the member or his/her representative.

All partners in this project should, therefore, endeavor to establish smooth conditions for communication. All the partners involved must do their best to achieve the goals and keep up with all imposed deadlines. All project partners will have to attend the coordination meetings

that are organized periodically every 4-5 months.

It is proposed that the options "send to all" and "copy to / Cc" are used only if there is an important reason for informing all or the additionally addressed persons. Otherwise the recipients might become less alert to mails that are really meaningful and in future important messages pass inadequately noticed.

✓ *External Communication*

In the framework of the SMecoMP project multiple occasions for external communication and dissemination activities have been foreseen. These dissemination activities are the project's website, informative workshops, the SMecoMP Knowledge Alliance Network, the Communication and Knowledge Exchange Platform, the Trainees Counselling and Tracking System and a final conference.

All events have to be organized in an appropriate way, with regard to the applied instruments. That means that communication material should provide information on the following issues:

- ❖ Subjects and objectives
- ❖ Aims and expected results (projects, meetings)
- ❖ Participants of the project / events (are there high ranking representatives)
- ❖ Instruments (workshops, studies e. g.)
- ❖ Dates of events
- ❖ Dates of beginning and ending of the projects

Three main instruments for communication and dissemination have been identified:

1. Online instruments

A set of online tools such project website and SMecoMP Communication and Knowledge Exchange Platform will be developed and/or used for formal and informal communication and dissemination.

2. Events

Including informative workshops and conferences.

3. Documents

Including deliverables published in the SMecoMP project website and SMecoMP Communication and Knowledge Exchange Platform, conference papers and other written dissemination documents.

2.5. Steps for implementing the project Communication Strategy

While all projects share the need to communicate project information, the specific information needs and the methods of distribution may vary widely.

Step 1. Gather Planning Inputs

The Working Group develops the inputs to the project communication planning process. A list of potential project products is prepared, based on the workplan that includes all the elements of the project's tasks.

Step 2. Identify Stakeholders

The project team must identify the stakeholders on a project, determine what their needs and expectations are, and then manage and influence those expectations to ensure a successful project.

Step 3. Determine Stakeholders' Needs

Project stakeholders have information and communication needs. The initialisation of a participatory mechanism will raise the awareness of interested stakeholders. As early as possible, the development and establishment of information exchange structures ensure the effective stakeholders' involvement as well as the acquisition and processing of the appropriate data based on the previous experience.

3. Analysis of the communication, dissemination and publicity procedures

3.1. Introduction

Communicating the work of those involved in the project both internally and externally will be a key factor to the success of the project and will require a genuine collaborative approach to ensure a common understanding. It is essential that everyone involved in the project is aware of the dissemination activity taking place, and has the opportunity to benefit from the resulting positive exposure and be prepared as far as possible, for any negative exposure generated by the project.

3.2. List of Stakeholders

Effective communication and dissemination can be achieved by taking into consideration the key audiences and by making messages and information relevant to them. In this section we try to identify the various stakeholder groups that are interested in SMecoMP innovative learning framework, in Eco-Entrepreneurship and its development through SMEs, Higher Education Institutes and Vocational Education Training (VET) Centres.

Providing specific messages according to the targeted group or making messages relevant to those groups simultaneously can increase the effectiveness of communication and dissemination. The stakeholder groups that are identified are the following:

Stakeholder Group	Stakeholder Reason
<i>Project Partners</i>	Co-fund the project, implement project activities, create project deliverables and ultimately, they are responsible for project's success.
<i>Joint Secretariat</i>	Project Officers are responsible for the Project funding and evaluation.

Stakeholder Group	Stakeholder Reason
<i>Academics, Faculty staff of Higher Education Institutes and VET centres trainers and trainees</i>	Keen interest in the jointly developed learning framework by Universities, VET Centres and SMEs and the know-how on Eco - Innovation Entrepreneurship.
<i>Eco-Entrepreneurs / unemployed / vulnerable groups of the cross-border area</i>	Keen interest in the Help Desks, tools, methodology and know-how on Eco - Innovation Entrepreneurship.
<i>Local businesses, especially SMEs</i>	Keen interest in the Help Desks, tools, methodology and know-how on Entrepreneurship and Environment.
<i>SMecoMP Transnational Network</i>	<p>Includes academics, vocational trainers, researchers, mentors, professionals, SME’s owners and staff and members of start-ups. Promotes the integration of education, research and business, to improve entrepreneurship education, support eco-entrepreneurial lifelong learning and improve SME’s competitiveness.</p> <p>Special attention will be given to the members of the SMecoMP Knowledge Alliance Network, since they are considered not only acceptors but also donors and multipliers of SMecoMP activities, results and outputs.</p>
<i>Local Media</i>	<p>Keen interest in events that shape and affect the business community interested in Eco - Innovation Entrepreneurship.</p> <p>Targeted publications aiming at the promotion of project activities.</p>
<i>Local stakeholders from participating countries.</i>	Citizens, actors, organisations, local and regional authorities, institutions, associations, chambers, academics etc. from the participating countries that will be encouraged to participate in the events and actions of the Project as well as to take up and promote project’s good practices.

The identification of targeted stakeholders constitutes a key factor of the “SMecoMP” Project Dissemination and Promotion Strategy, as it allows maximising the visibility and exposure of the Project and supported project results.

3.3. Proper Communication and Dissemination Practice

According to the European Commission (2004) ¹, in order to ensure a successful Communication and Dissemination Strategy, the following actions should take place:

- Define the message,
- Target the audience,
- Select tools,
- Plan the programme.

These four (4) elements are examined in the context of the project.

3.4. Define the Message

As proposed by the European Commission (2004), in defining the message it is important to:

- Demonstrate the importance of the message to increase its value and interest to the recipient,
- Minimise the effort required on the part of the recipient to understand and accept the message.

Furthermore, according to literature (e.g. Communication Canada, “Successful Communication Tool Kit – Literacy and You”, Communication Canada, May, 2003), communication challenges can be properly addressed by using the following techniques:

- **Being relevant** – Adopting the recipient’s point of view and taking into account his or her ability to understand,
- **Being understood** – Formulating and organising the information in a clear and simple way,
- **Being persuasive** – Directing the communication at action and concrete results.

¹ European Commission, “European Research – A Guide to Successful Communications”, European Communities, 2004

The benefits of suitably framed messages are vital for the communication strategy effectiveness, as they can help by:

- Drawing the attention of national governments, regional authorities and other public and private funding sources to the needs and eventual benefits of the project,
- Attracting the interest of potential partners and/or correspondents,
- Encouraging talented professionals, entrepreneurs and scientists to join the partner organisations,
- Enhancing the reputation of participants, at local, national and cross-border level.

3.5. Target the Audience

As mentioned in the previous section, there are four different categories of target groups that need to be addressed. The messages should be relevant to each stakeholder specifically or to more than one category, if more categories are to be addressed at the same time.

The generic brochure of the project that will be produced will cover almost all audiences. The website will be developed in order to be accessible to all, providing integrated information in an attractive, user-friendly and equivalent manner. As the project progresses and results emerge, relevant material will be developed in order to target specific groups that have been identified in section 3.2.

3.6. Select Tools

All the project partners should make efforts in order to communicate project results to the general public, as well as to the stakeholders. Such efforts may include communication tools such as magazines, newspapers, and radio as well as the Internet and social media. It is strategically important, as will be explained in the next section, for the “SMecoMP” Project to have active partners in local and national educational and business communities in order to create stakeholders’ awareness of the project and its results. That means that all local activities which include e-newsletters, brochures, workshops, informal meetings with

stakeholders and even direct e-mailing are to be pursued during the course of the project. Also, multiple Digital services (SMecoMP Communication and Knowledge Exchange tool, SMecoMP training platform, website, e-Newsletters) will be extensively used, in order project's activities and results to reach the widest possible number of interested stakeholders. All informational workshops will be available to the SMecoMP website via live streaming broadcasting.kno.

Finally, the SMecoMP Transnational Network. A network of academics, vocational trainers, researchers, mentors, professionals, SME's owners and staff and members of start-ups, that promotes the integration of education, research and business, to improve entrepreneurship education, support eco-entrepreneurial lifelong learning and improve SME's competitiveness. It will be open to new members during and after the project's lifetime.

Tools that can be used to communicate are looked into in the following subsections.

3.6.1 Press Releases

Press releases are used to communicate information proactively to the media and from there to the wider public, from which the elements that are considered of interest to the public are selected. Press releases should have the following objectives:

- ✓ They should stand out from the many that are competing for journalists' attention,
- ✓ They should encourage reproduction with minimal or no changes,
- ✓ They should make editing as easy as possible.

Press releases are an important tool that can be used throughout a project. An approach proved successful when using press releases, is for project partners to issue them simultaneously in their countries, giving journalists local contact points in order to follow-up in their own languages (European Commission, 2004). Press releases can be posted at specialised portals or scientific magazines.

Taking into account the technological development, in order to gain and keep attention today, successful press releases need to fit the requirements of today's audiences and of how they

consume information. Some characteristics of successful modern press releases are the following²:

- **They are nimble.** Successful messages are built to fit multiple formats. They feature tweetable headlines and factoids, search engine-friendly elements (e.g. keywords, links, etc.), compelling visuals, and an easy-to-share landing page that renders nicely across LinkedIn, Twitter, Facebook, Google+, and other networks.
- **They are atomised.** The target audience is not concentrated in one place, and neither should press releases and other content addressed to them. One piece of content must be derived from another, such as turning a webinar into a series of blog posts, a podcast or video, a PowerPoint presentation or pdf, an infographic – and each distributed accordingly. Likewise, a simple press release can be similarly atomised. For example, as will be described in the following sections, a variety of key points can be tweeted while accompanying multimedia can be uploaded to YouTube, Flickr, Tumblr, SlideShare, and a number of other sites.
- **They are useful.** Content needs to interest, inform, or entertain the audience. When determining how to communicate with the target audiences and what vehicles to employ, the following issues must be taken into account: the outcomes to be generated, the actions to be encouraged, and where the target audiences live.

3.6.2 Project Website

The website should be able to address all stakeholders of the project by utilising different areas where possible. The website is especially important in promoting the project and posting results and dissemination material. Search engine technology makes it possible for the information that is posted there, to be retrieved and displayed with a few mouse clicks.

An external website can be used to provide a variety of information to the public while the internal website can be dedicated to improve communication between the partners. The website should be updated regularly, in order to attract regular viewers searching what is new on the site. Moreover, downloadable versions of any literature and all publication material

² Three Characteristics of Successful Modern-Day Press Releases, The Hubspot Blog. Available online at: <http://blog.hubspot.com/blog/tabid/6307/bid/27623/3-Characteristics-of-Successful-Modern-Day-Press-Releases.aspx#ixzz1zjBvrfEV>

generated by the project are essential. The website should be heavily publicised in all printed documents and press releases.

3.6.3 Banner

A good practice in regard to connect to a project’s website is the creation of a banner. A banner should be interesting and pleasant in order to capture the attention of the website’s visitor. This banner could be downloaded by webmasters who would like to add a link of the project’s website in their own sites. A link to the site would be then added to the banner so that there is a re-direction to the project’s website by clicking on it.

3.6.4 RSS Feeds

RSS stands for Really Simple Syndication. This technology uses XML and allows a user to subscribe to websites that offer the ability to provide RSS feeds. Feeds are typically provided on web content that changes or is updated regularly.

RSS is widely used by blogs and new organisations. In order to subscribe to and read an RSS feed, one must have an RSS reader (sometimes called a news aggregator). These programmes can check the feeds that the user has subscribed to and presents updates of these web pages in a summary format, allowing the user to click on links to read more about an item on the feed. RSS-aware programs are available for various operating systems. Examples of this sort of website are the Drudge Report and the Huffington Post. There are also websites like Google News, DecaPost and World News Network where aggregation is entirely automatic, using algorithms which carry out contextual analysis and group similar stories together. Client-side readers and aggregators are typically constructed as standalone programs or extensions to existing programs such as web browsers. Many browsers have integrated support for RSS feeds.

As the mainstream media attempts to realise the full potential of RSS, the news media is utilising RSS by bypassing traditional sources of news. Consumers and journalists are now able to have news constantly fed to them instead of searching for it.

3.6.5 Blogging

A blog is a type of website where entries are made (such as in a journal or diary), displayed in a reverse chronological order. Blogs often provide commentary or news and information on a particular subject. A typical blog combines text, images, and links to other blogs, web pages, and other media related to its topic.

Blogs represent an opportunity for projects to better communicate with their audiences either directly (via partner and/or project blogs) or indirectly (via pitching third party blogs). Blogs can also help the connection with stakeholders. Blogging opens up a dialogue with stakeholders and this is deemed by many as the main benefit. The dynamic of blogs is also creating changes in journalism and publishing across the globe.

A blog-platform creates a two-way conversation which can become a tremendous asset since it allows writers to learn from their readers.

3.6.6 Brochure

A ‘flagship’ brochure can ‘serve as a prestigious calling card for presentation to influential readers’ – European policy-makers, national and local authorities, potential partners, media representatives and so on (European Commission, 2004). Produced early in the lifetime of a project, a brochure provides an overview of the project partnership highlights the strengths of a network and reviews the background and technological/scientific rationale for undertaking an initiative. Targeted results and predictions for long-term impacts are also explained. The content should be designed to ensure longevity and such a document is a rather costly exercise.

3.6.7 Poster

The most common use of the poster is to describe individual strands of research at conferences, workshops and meetings. Generic posters can be used to introduce complete projects and networks to the wider world. These posters can be used at exhibitions and public meetings. The aim is to provide an eye-catching and thought-provoking presentation and contact or website details giving access to further information.

3.6.8 Folded leaflets

Leaflets are prepared in view of the informative workshops at the beginning and at the end of the project as well. Leaflets present the project structure, objectives, targeted results and activities, and also the core results and deliverables that will have been reached by the project.

3.6.9 E-newsletters

According to the European Commission (2004), a periodic e-newsletter offers the means to report unfolding developments during the course of a project. It may contain suitably edited versions of press releases, announcements of progress by single partners or workgroup collaborators, reports on conferences and meetings, news of milestone achievements, personnel announcements and finally information about forthcoming events. A e-newsletter can be circulated four to six times a year or in some cases once a year. This tool will be considered at a later stage of the project when stakeholders are more thoroughly examined and e-mail addresses of stakeholders gathered.

3.6.10 Technical Articles

Technical articles concern the general presentation of the project, the main outcomes achieved and deliverables produced. Technical articles will be published in environmental management and/or entrepreneurial topics' magazines.

3.6.11 Publication on CDs and USBs

Publications on CDs and USB keys have the ability to combine speech and video sequences as well as PowerPoint slideshows. They can incorporate written texts and printable documents. Advantages of this tool are that they are inexpensive to be reproduced and they can be added to a press kit to provide valuable information to the project reporters.

3.6.12 Press Kit

Press kits are full sets of material prepared for journalists. Press kits include press releases covering the main messages that are being communicated. Relevant publications, brochures, handouts of presentation slides, even publications on CDs or USB Keys can be included in the

press kits. CVs of relevant people are usually included, and contact details for journalistic follow-up as well.

3.6.13 Direct e-mailing to Stakeholders

Direct e-mailing to stakeholders can be used when important events are organised by the project's partners. Direct contact with important stakeholders can help keep in touch with key people in European, national, regional or local level. However, using this tool too often, can create an opposite effect to stakeholders, considering e-mails from a project as spam. This tool needs to be used wisely with specific aim.

Also, it is crucial factor the existence of an extensive e-mailing list and a database of key project personnel/contacts that all project partners will create and continuously update in order to forward all produced informative material.

3.6.14 Events

Project events are important as they can draw international attention to a project. They can be either introduced as Open/Final events or standalone 'flagship' events. However, such events are costly both in budget and time waste. They have to be properly organised and well-thought out before budget or/and time are dedicated to them.

The “SMecoMP” project foresees the organisation of informative workshops in each participating country, for the dissemination of the project identity. Each workshop will last one day and presentations will refer to project's actions, anticipated results and outcomes, educational and vocational training aspects and needs on eco-entrepreneurship and environmental management. Stakeholders from all identified target groups and end users will be invited. Presentations will be given by project's partners and other invited speakers.

Also, all the partners will actively participate to the organisation of “SMecoMP” Final Conference, which is one of the most important project's dissemination actions. Four (4) well-known speakers on eco-entrepreneurial, environmental and entrepreneurial innovation aspects will be asked to present their work.

Finally, two of the partners (LP and PP2) will participate to the University Industry International Innovation Network annual Conference (UIIN) or workshop, where the main

projects activities and outputs will be presented. LP and PP2 will look for new international partnerships with other participating organisations in the event.

3.6.15 Invited Speakers

On many occasions, speakers are invited to present the work of a project or give a keynote speech on the research topic they are currently associated with. This presents an excellent opportunity to promote a project and its objectives as well as to put the word out on future collaboration opportunities.

3.6.16 Presentations of the Project

Project presentations in national and international conferences, as well as in other dissemination events are essential in increasing the stakeholders' awareness of the project. A PowerPoint slideshow or a video can be presented to an audience in order to create interest in the project and its results.

3.6.17 Social Media campaigns

Social media marketing is the process of taking advantage of various social media networks (like Facebook, Twitter, Google+, Instagram, Tumblr etc.) to promote the activities and the objectives of the “SMecoMP” project. Because traffic from social media sites is usually highly targeted, the probability to draw attention to the project is generally higher than using a search engine query. Another important benefit of traffic from social media is that it is essentially free or relatively low cost compared to other forms of traffic generation.

However, social media requires involvement, both in terms of keeping up with all latest trends and in maintaining ongoing relationships with project target groups and stakeholders. Social media invites a two-way conversation between the poster of the information and the reader. If the project ignores the second part of the equation, then the marketing effort is most likely doomed to fail. In order to execute a successful social media marketing campaign, the project should review the following list of traits that define a successful campaign, as suggested by the Forbes Magazine.

1. Identification of target audience needs: What do the target audiences want? What are their needs with regards to project activities? The project events, the direct

communication with the public and the theoretical studies will shed light on the specific needs of each target or stakeholder group. The promotional activities will then be structured around these needs.

2. Regular online presence with updates. It is essential that project partners post regular, useful or entertaining updates to maintain active online presence and high level of interest for all target groups. The more often the project shares interesting or informative content with fans and followers, the more often it will catch their attention. While it may seem counterproductive to spend time finding an article or blog post that project target groups and followers would be interested in sharing it, it actually builds credibility and authority in the eyes of the readers. Over time, the project will become known as something to trust in the mind of its readers.
3. Building relationships with target groups and stakeholders. As mentioned above, creating relationships with target groups and stakeholders is one part of social media marketing that gives itself so much power. These relationships can be built by posting updates that users actually want to read, not just a never-ending stream of unrelated or uninteresting pitches. Project updates must be used to inform, entertain and address the needs of target audiences. Opening up a two-way conversation with them via the comments sections and message boards that many social media sites include are paramount for the success of the campaign. These relationships build credibility and help keep the project in the mind of the reader.
4. Avoiding the pitfalls of going viral. Viral content is a posting or piece of information that someone has created that is shared by thousands, if not millions of people across the Web. This posting will often find itself on dozens of different sites. Some even make their way onto television news, and they will more than likely spawn many parodies and response postings. A piece of viral content can be a gold mine, albeit a short lived one, for the poster. However, determining whether or not something will go viral is like trying to write on water. Millions of dollars and Euros have been wasted by companies trying to create something that will go viral. Ninety-nine times out of a hundred, that piece of content wound up being ignored completely.
5. Maintaining a consistent message. When posting information across several different sites, it is easy for the message the sender is trying to convey to become garbled as they try to tailor it for a variety of media and audiences. The tone or codification of the message for Facebook will not work on Reddit or Twitter. This is important for the sender

of the message to know as successful communication with online communities requires specific “language”.

6. Participation in the community. As stated above, social media sites are usually tightly knit communities. The users of these sites can spot marketers a mile away, usually because the marketer does nothing more on the site than post information about various products. In order to gain trust (and followers) within one of these communities, one must be willing to participate as well. This is usually done in the form of commenting on the postings of others and the sharing or re-sharing of posts that have absolutely nothing to do with marketing or consumerism.
7. Paying attention to the posts generated by the project. In the effort to maintain regular online presence, it is often tempting to skip editing, proofreading and screening the content of a post or a message. However, this entails a significant degree of risk. In the business world, for example, unfiltered content has been the downfall of many companies trying to establish a social media presence, and some companies have even lost their entire business because they allowed someone to post rude or demeaning comments directed at unhappy customers. Even a simple spelling error can turn an innocent post into a racial slur, so it is imperative that project posts are screened, edited and proofread before coming online.
8. Raising awareness inside and outside of the Internet. The social media campaign must be effectively couple and matched will all other dissemination activities in order to raise the widest possible awareness of target groups and stakeholders who may be or may not be online.

3.6.18 SMecoMP Communication and Knowledge Exchange Platform

SMecoMP Communication and Knowledge Exchange Platform will be an online communication and files sharing platform and a database to upload informational material on Eco-Innovation and Eco-Entrepreneurship issues.

The SMecoMP Knowledge Exchange Platform will have the following operational features:

- Online communication and files sharing tools,
- Discussion forums,
- A database for files' uploading,

- Search engine for information retrieval.

Platform will be developed in English language and will be linked to project's website.

Everybody will have free access to platform's material, after login.

4. Communication, Dissemination and Publicity Tools and Methods

Communication, dissemination and publicity tools and methods that will be implemented in the context of the “SMecoMP” project is described below in further detail.

4.1. The “SMecoMP” Website

<p>Objective</p>	<ul style="list-style-type: none"> • Access the website and information related to it • Domain : https://www.»SMecoMP».eu/el • Advertise and spread the project • Advertise facts and results related to the project • Disseminate educational material • Hosting of – Link to SMecoMP training platform • Hosting of – Link to SMecoMP Communication and Knowledge Exchange Tool • Hosting of SMecoMP Transnational Network
<p>Key Message / Content</p>	<ul style="list-style-type: none"> • Hosting all public information about the project along with a private partners section for project management purposes
<p>Target Stakeholder</p>	<ul style="list-style-type: none"> • Target group representatives: all categories • Providers through a private section
<p>Information Required & Level of Detail</p>	<ul style="list-style-type: none"> • Tool including various content • Details of milestones including success levels
<p>Information Provider</p>	<ul style="list-style-type: none"> • Partners provide input and feedback (news, events etc.) • Web Site developed by PP2 • Partners can upload their working documents

Communication Methods	See Appendix 1
Activity Required for Production & Delivery	January 2019
Frequency & Timing	The website will be updated 4 times. It Will stay active, at least till 30-06-2024.
Feedback and Follow Up Activity	Contact form to be included on the website

Please see Appendix 1 for more detailed information about the Website.

4.2. Project Identity

Objective	Creation of the special project’s identity which will include the creation of the project’s logo and slogan
Target Stakeholder	Target group representatives: all categories
Information Required & Level of Detail	Need to list relevant keywords and use them in the pages and titles
Information Provider	Lead Partner
Communication Methods	Will be used in all dissemination printing material (leaflet, folders, brochures, posters, photos, etc.)
Activity Required for Production & Delivery	Graphic design proposals
Frequency & Timing	January 2019

Feedback and Follow Up Activity	-
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4.3. Printing Material

Objective	<p>Creation and Printing of Dissemination material with the logos of the “SMecoMP” project and Balkan Mediterranean INTERREG programme, in quantities according to JoB for each partner. Specifically:</p> <ul style="list-style-type: none"> • Folded leaflets (Total number of leaflets: 500 in English language; 500 in Greek language; 500 in Bulgarian language; 500 in North Macedonian language) • Banners • Results brochure (Total number of brochures: 100 in English language; 100 in Greek language; 100 in Bulgarian language; 100 in North Macedonian language)
Target Stakeholder	Target group representatives: all categories
Information Required & Level of Detail	-
Information Provider	<ul style="list-style-type: none"> • Lead Partner is responsible for the design • All the partners will print in quantities according to the JoB
Communication Methods	Will be used and shared in all project’s events and in the developed One Stop Shops (open – final events, workshops, seminars, conferences, etc.)
Activity Required for Production & Delivery	Graphic design proposals and printings
Frequency & Timing	January 2019

Feedback and Follow Up Activity	-
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4.4. Information Days - Workshops / Events

Objective	Two informative workshops will be organized, in each participating country, for the dissemination of the project identity. Also, a final conference will take place, in which, all the partners will actively participate
Target Stakeholder	Target groups and general public
Information Required & Level of Detail	Appropriate room rental, ensuring accessibility, logistics, infrastructure etc.
Information Provider	<ul style="list-style-type: none"> • Lead Partner is responsible for the organization of the Final Event – Conference in Greece. However, all the partners will actively participate to the organisation of SMecoMP Final Conference • Two informative workshops will be organised, in each participating country • LP and PP2 will participate to the University Industry International Innovation Network annual Conference (UIIN) where the main projects activities and outputs will be presented
Communication Methods	Sending of invitations, agendas, useful information and related material
Activity Required for Production & Delivery	Preparation of invitations, agendas, useful information and related material
Frequency & Timing	According to the project’s workplan - Not later than March 2020

Feedback and Follow Up Activity	Evaluation Questionnaire according to the Quality Management Plan
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4.5. *e-Newsletters and Press Releases*

Objective	Provide a way to keep key stakeholders informed on the current status of the project and project’s activities, achieved results and delivered products
Key Message / Content	<ul style="list-style-type: none"> • The electronic e-newsletter will contain projects highlights (major outcomes, links, contacts, dissemination activities) • Press releases will be released before and after each foreseen project’s event
Target Stakeholder	The “SMecoMP” e-newsletter will target key stakeholders, on a voluntary basis (registration to the e-newsletter will be done through the project portal and various events)
Information Required & Level of Detail	<p>General Sections:</p> <ol style="list-style-type: none"> 1. Updated Information about the stakeholders 2. Events <p>Local Section:</p> <ol style="list-style-type: none"> 1. Information specific to the country itself
Information Provider	All partners
Communication Methods	<ul style="list-style-type: none"> • All the Partners will be responsible for the editing and publishing of the 5 e-newsletters • All the Partners will be responsible for the editing and releasing of press releases • Languages: English, Greek, Bulgarian and North Macedonian

Activity Required for Production & Delivery	Gathering various content from the partners
Frequency & Timing	To be issued every six months <ul style="list-style-type: none"> • E-newsletters will be published • Press Releases based on the project’s implementation progress
Feedback and Follow Up Activity	Feedback from readers will allow fine-tuning of the e-newsletter

4.6. Online campaign / Social media campaign

Objective	To be present in the most popular social media platforms, such as Facebook, Twitter and the project website
Target Stakeholder	Social media users including all kinds of public and stakeholders
Information Required & Level of Detail	Basic project information Project developments and results
Information Provider	Lead partner All partners
Communication Methods	Maintain project profiles on major social media platforms Regularly update profiles, allowing comments of all kinds
Activity Required for Production & Delivery	Creation of profiles
Frequency & Timing	According to milestones and at least once a fortnight Delivery: January 2019, Entries-Posts till June 2020
Feedback and Follow Up Activity	Keep track of comments on Facebook, Twitter and/or project website

5. Road Map of Communication and Dissemination Strategy implementation

“SMecoMP” dissemination activities shall be planned on the basis of those described (proposed) in the above-mentioned sections, including regular updates according to the passing time. But in case of new, not mentioned dissemination activities, they shall also be reported and relevant decisions will be always made by the whole project consortium.

For effective planning activities, the regular updating is required as well as engagement of all partners to disseminate the knowledge in all partner countries. The way of planning activities will be as follows:

- Partners propose activities that they would like to undertake and give all necessary details,
- Lead Partner and in specific the Communication Manager gathers and merges the input,
- Lead Partner presents all propositions during the project meetings.

The project consortium jointly decides what will be undertaken and by whom – in this way the responsibility is allocated to particular project partners.

5.1. Carrying out dissemination activities

Performing previously planned dissemination activities consists always of three main steps:

- Organization of the activity and preparation of all relevant staff (e.g. printing flyers, preparing presentations, etc.),
- Performing the event (e.g. giving the presentation, chairing the event, sending e-newsletter, publishing press release, etc.),
- Gathering all relevant pieces of information, data and feedback to report the activity.

The responsible partner shall undertake the aforementioned steps and keep lead partner and in particular the Communication Manager informed on the progress of the performed activities.

Rules and guidelines for performing particular activities:

- ↪ Organizing the events shall be previously accepted by the whole consortium,
- ↪ All activities shall be always reported to the Lead Partner afterwards to the consortium (reporting sheet is provided in the Quality Plan),
- ↪ If necessary relevant partners shall be involved, i.e. in translations, descriptions of particular parts of the project’s outputs, etc.,
- ↪ Articles, press releases and e-newsletters shall be previously internally reviewed by the consortium before submitted for publication,
- ↪ All events shall be accompanied by leaflets distributed to event’s participants and/or posters (put in relevant places to attract the wider audience),
- ↪ All presentations shall be made on the “SMecoMP” template (provided in the Quality Plan).

All undertaken activities must be adjusted to the dissemination phase according to the current project’s state (e.g. press releases or articles – in the beginning of the project describe the general idea of the project, its goals and expected outcomes, but the development phase present the executed tasks and available tools, methodologies and research results, while the project’s end phase activities shall summarize the results and show advantages, etc.).

5.2. Reporting on dissemination activities

Partners responsible for performing dissemination activities, after their completion, will report to the Lead Partner and in particular to the Communication Manager. The activities will be reported in a specific template (presented in Appendix II) in order to be described in a similar way and take into consideration all relevant aspects. In all the cases, activity material used shall be attached – e.g. presentation, article, press release, e-newsletter, etc. Dissemination activities will be posted to SMecoMP social media platforms and website.

5.3. Defining responsibilities

As mentioned above, responsibilities will be allocated during planning and accepting dissemination activities. However, there are some overall responsibilities, which can be defined at the very beginning, namely:

- Lead Partner is responsible for coordinating the whole dissemination process and keeping partners informed. For this purpose Lead Partner will appoint the SMecoMP Communication Manager
- All the partners are responsible for updating information (e.g. events, new possibilities of publications, etc. mainly on national and local level) every six months (mainly information related to their countries)
- Partners performing a particular activity are responsible for reporting it to the Lead Partner
- All the partners are responsible for preparing e-newsletters scheme and partners involved in e-newsletter tasks are responsible for completing and checking the e-newsletter content
- All the partners are responsible for translating (if needed) and distributing e-newsletters
- Partner performing a particular event is responsible for printing current flyers and/or posters and other dissemination material (depending on needs)
- Lead Partner is responsible for introducing changes in dissemination material (flyers and web site), e.g. in case of some specific needs of a particular event during which the material is expected to be used
- Partners who are going to publish press release or articles are responsible for their preparation and information of the consortium about it.
- Partners will forward to Lead Partner and LP2 all informational and communication material developed for the project’s dissemination activities and events in order to be published to SMecoMP social media platforms and website.

5.4. Collecting and updating information and data

Dissemination activities are performed within the whole project’s duration according to the application form. Therefore, all needed pieces of information must be updated, since at the beginning of the project we are not able to predict all future possibilities and recognize all opportunities for the project period. For this purpose, each of the partners is responsible to update information regularly.

5.5. Communication, Dissemination and Publicity Strategy

In order to increase the effectiveness of dissemination and communication tools presented in the previous chapter, an integrated set of strategies is required that includes the following actions:

- Engaging all partners – increasing their commitment to project communication,
- Strengthening the ability of partners to undertake initiatives,
- Establishment of a transnational entities’ network, development of knowledge exchange tools including Trainees Counselling and Tracking System and surveying of SMEs, Higher Education Institutes (HEIs) and VET on Eco-Innovation Entrepreneurship (EIE),
- Ensuring project participation in significant events,
- Posting press releases on the Internet,
- Translating dissemination material into programme languages and English, as possible,
- Direct e-mailing to stakeholders about important events,
- Increasing traffic to project website, as well as to the SMecoMP Communication and Knowledge Exchange Platform,
- Using the right tools,
- Getting feedback from stakeholders,
- Monitoring and measuring quantitative indicators for each event according Appendix III
- Readjusting dissemination plans according to needs.

5.6. Engaging all partners – increasing their commitment to project communication

Each dissemination activity is limited by space and time. Dissemination activities have the ability to disseminate knowledge in a local or national context by creating project awareness for a specific period of time. By engaging all partners in the dissemination and communication processes, the project makes sure that the awareness of project activities and results is increased. Thus, each partner is encouraged to participate in national, local and regional events and to increase the awareness for the project. Stakeholders and interested parties can also participate in this process. Furthermore, all project partners will create their extensive e-mailing list and a database of key project personnel/contacts that will be continuously updated to forward all produced informative material.

5.7. Strengthening the Ability of Partners to Undertake Initiatives

For dissemination to be effective, it is important for all partners to feel free to engage in the dissemination activities. This will be specifically stated, and its importance will be communicated during workshops, when relevant discussions emerge. The dissemination material should be put into good use according to the individual opinion of each partner.

Workshops, conferences, final and other dissemination activities can be organised according to local, national, cross-border as well as international needs, according to the opinions of partners and organisations.

5.8. Social networking – collaboration between partners and stakeholders

Another important strategy that can help the previous two (engagement and the undertaking of initiatives) includes the collaboration between different partners (either within the same country or at cross-border level), when dissemination events are considered. In other words, partners will make efforts to form alliances, in order to propose events and perform dissemination activities.

5.9. Ensuring project participation in significant events

It is important that project partners participate in significant events (other than the project’s) in order to ‘put the word out’ on the project and its results. To this end, partners must identify and collect relevant events where the “SMecoMP” project can have an important and catalytic presence.

5.10. Posting e-newsletters and press releases on the Internet

The Internet is an effective mean to disseminate results and researchers, stakeholders and interested parties have easy access to it. All partners will be encouraged during the course of the project to identify portals, especially in their national language, and to post the produced e-newsletters and press releases referring to the project results, in order to raise awareness for the “SMecoMP” Project.

Each partner organisation is responsible for disseminating the e-newsletters and press releases in their native language. This strategy will enhance project’s presence on the Internet and will provide several ‘contact points’ with links to the “SMecoMP” Project website.

5.11. Increasing traffic to project website

Following the recommendations of the European Commission’s ‘A Guide to Successful Communications’ (2004), the traffic to the website can be increased by:

- Actively encouraging linking from other websites,
- Registering the website with the appropriate portals.

In order to address the first point on the list, all project partners will be encouraged to be linked to the website from their organisation’s web site, as well as from project lists that may appear on different locations on the web. Moreover, partners will create and post project

descriptions and links to the “SMecoMP” Project website and also will upload them to the organisations’ websites.

A banner that can be downloaded by webmasters can lead to traffic increase to the “SMecoMP” project website. This banner needs to be interesting, in order to draw attention.

In order to address the second point, a number of appropriate steps shall be made. For example, in the Google portal (www.google.com), when entering the keywords “A knowledge Alliance in Eco-Innovation Entrepreneurship to Boost SMEs Competitiveness” or just “SMecoMP”, the Project’s website should appear as the first or second result. The same strategy will be implemented for all major search engines, such as the Bing (www.bing.com) search engine amongst others.

Further additions will be taken during the course of the project.

5.12. Using the right tools

In the previous chapter, the tools that can be used for dissemination have been specified. It is important to select the right tools according to specific circumstances and goals. For example, press conferences can be costly so it is difficult to be frequently organized. In more detail, the following tools are to be used as much as possible:

- Newspaper and electronic releases,
- Presentations of the project,
- Workshops, conferences and Final Events,
- E-newsletters,
- Internet banners and adds,
- Social media campaigns,
- Printing of Dissemination and Communication Material
- Specific project activities such as Trainees Counselling and Tracking System and SMecoMP Communication and Knowledge Exchange Platform.

Considering the breakdown of activities as described in the Application Form in force, the project partners will undertake the creation and use of the publicity tools below. However, it should be noted that these are the minimum required tools and by no means should the list

be considered exhaustive. Partners should feel free to use and exploit any further publication tools referred to in this document.

Lead Partner (UNIVERSITY OF MACEDONIA-DEPARTMENT OF ECONOMICS):

- Appointment of the SMecoMP Communication Manager
- Organisation and publishing of e–Newsletters every six months.
- Contribution to the organization of two informative workshops in Greece, for presenting the project’s actions, results and outcomes, educational and vocational training aspects and needs on eco-entrepreneurship and environmental management.
- Organisation and holding of Final Conference aiming at presenting project’s actions, achieved results and outcomes and produced deliverables.
- Creation of two informative three-folded leaflets.
- Creation of brochures including the project’s core deliverables.
- Carry out technical articles which refer to a general presentation of the project, the main outcomes achieved and deliverables produced.
- Participation to the University Industry International Innovation Network annual Conference (UIIN) or workshop.
- Development of “SMecoMP” project profile to social media.
- Development of the SMecoMP Trainees Counselling and Tracking System.

Project Partner 2 (FEDERATION OF INDUSTRIES OF NORTHERN GREECE):

- Development and launch of an informative interactive, user-friendly website.
- Contribution to the organization of two informative workshops in Greece, for presenting the project’s actions, results and outcomes, educational and vocational training aspects and needs on eco-entrepreneurship and environmental management.
- Active involvement to the organization of the Final Conference.
- Contribution to the technical articles’ composition.
- Participation to the University Industry International Innovation Network annual Conference (UIIN) or workshop.
- Submission of material to different social media platforms.
- Contribution to the e-Newsletter compilation.
- Contribution to the contents of the SMecoMP Knowledge Exchange Platform.

Project Partner 3 (BULGARIAN INDUSTRIAL ASSOCIATION - UNION OF THE BULGARIAN BUSINESS):

- Contribution to the website operation and updates.
- Contribution to the organization of two informative workshops in Bulgaria, for presenting the project’s actions, results and outcomes, educational and vocational training aspects and needs on eco-entrepreneurship and environmental management
- Active involvement to the organization of the Final Conference.
- Carry out technical articles for Bulgarian participants, referring to a general presentation of the project, the main outcomes achieved and deliverables produced.
- Submission of material to different social media platforms.
- Contribution to the e-Newsletter compilation.
- Contribution to the contents of the SMecoMP Knowledge Exchange Platform.

Project Partner 4 (TRAKIA UNIVERSITY):

- Contribution to the website operation and updates.
- Contribution to the organization of two informative workshops in Bulgaria, for presenting the project’s actions, results and outcomes, educational and vocational training aspects and needs on eco-entrepreneurship and environmental management.
- Contribution to the technical articles’ composition.
- Active involvement to the organization of the Final Conference.
- Submission of material to different social media platforms.
- Contribution to the E-newsletter compilation.
- Contribution to the contents of the SMecoMP Knowledge Exchange Platform.

Project Partner 5 ("ST. KLIMENT OHRIDSKI UNIVERSITY" BITOLA, FACULTY OF ECONOMICS-PRILEP):

- Contribution to the website operation and updates.
- Contribution to the organization of two informative workshops in North Macedonia, for presenting the project’s actions, results and outcomes, educational and vocational training aspects and needs on eco-entrepreneurship and environmental management
- Active involvement to the organization of the Final Conference.

- Carry out technical articles for North Macedonian participants, referring to a general presentation of the project, the main outcomes achieved and deliverables produced.
- Submission of material to different social media platforms.
- Contribution to the E-newsletter compilation.
- Contribution to the contents of the SMecoMP Knowledge Exchange Platform.

Project Partner 6 (AGENCY FOR PROMOTION OF ENTREPRENEURSHIP OF THE REPUBLIC OF MACEDONIA):

- Contribution to the website operation and updates.
- Contribution to the E-newsletter compilation.
- Contribution to the organization of two informative workshops in North Macedonia, for presenting the project’s actions, results and outcomes, educational and vocational training aspects and needs on eco-entrepreneurship and environmental management.
- Active involvement to the organization of the Final Conference.
- Contribution to the technical articles’ composition.
- Submission of material to different social media platforms.
- Contribution to the contents of the SMecoMP Knowledge Exchange Platform.

Project Partner 7 (CYPRUS UNIVERSITY OF TECHNOLOGY):

- Contribution to the website operation and updates.
- Contribution to the organization of two informative workshops in Cyprus, for presenting the project’s actions, results and outcomes, educational and vocational training aspects and needs on eco-entrepreneurship and environmental management.
- Active involvement to the organization of the Final Conference.
- Carry out technical articles for Cypriot participants, referring to a general presentation of the project, the main outcomes achieved and deliverables produced.
- Submission of material to different social media platforms.
- Contribution to the E-newsletter compilation.
- Contribution to the contents of the SMecoMP Knowledge Exchange Platform.

Project Partner 8 (CYPRIOT ENTERPRISE LINK (CEL)):

- Contribution to the website operation and updates.
- Contribution to the E-newsletter compilation.
- Contribution to the organization of two informative workshops in Cyprus, for presenting the project’s actions, results and outcomes, educational and vocational training aspects and needs on eco-entrepreneurship and environmental management.
- Active involvement to the organization of the Final Conference.
- Contribution to the technical articles’ composition.
- Submission of material to different social media platforms.
- Contribution to the contents of the SMecoMP Knowledge Exchange Platform.

5.13. Readjusting dissemination plans according to needs

Project partners will make efforts to keep dissemination and communication of the project targeted, effective and up-to-date. If there are needs for greater efforts in disseminating to a specific stakeholder group or in using a specific tool, this is going to be observed and discussed among partners. Should such a case arise, readjustments of the partners’ dissemination plan according to needs are going to be suggested.

5.14. Time schedule

Below, the time schedule of the implementation of dissemination activities is presented. It is noted that this time schedule is indicative and can be reviewed by partners, according to the project’s implementation needs.

Dissemination and Communication Tools (Deliverables)	Estimated Date of delivery
“SMecoMP” Website	January 2019
Project’s Identity (Logo and Slogan)	October 2018
Project’s Leaflets (in four languages) in the beginning of the project	October 2018 from the LP. Reproduction from the PB2
Project’s Leaflets (in four languages) in the end of the project, including the results and outcomes	1 st February 2018 2 nd June 2020
Big Posters	January 2019 from the LP. Reproduction from the PB2
Banners	January 2019 from the LP. Reproduction from the PB2
Social Media Entries	Initial: October 2018 – Final: June 2020 from the LP. Reproduction from the PB2
Two (2) Workshops	1 st : July 2019 2 nd : March 2020
Final Conference	June 2020
E-newsletters	Every six months for publishing milestones and/or important activities
Press Releases	Before and after the organisation of events
SMecoMP Communication and Knowledge Exchange Platform	June 2020

6. Conclusions

This document outlines the Dissemination and Communication Plan for the “SMecoMP” project. The plan has been established firstly by defining the objectives of dissemination, the project content to be disseminated, the target groups to be approached, the instruments and tools to be used, recommendations for the action plan and detailed dissemination methodology.

To establish a well-defined strategy, sections of this deliverable answer the questions of what needs to be disseminated, by whom, to whom, how, and why. All included propositions will be extended, updated, and involved in the dissemination report at the end of the project.

All project partners are going to be deeply involved in the dissemination process. The main dissemination objective is to widely spread the project’s assumptions and results and to reach the variety of target groups according to the project’s scope. In order to realize these dissemination goals, particular activities will be undertaken.

Apart from the dissemination material that will be produced and printed (project logo, presentation template, flyers and website, dissemination material etc), the consortium is going to present the project use of the Internet, the press, e-newsletters, articles etc., through organising and participating events and updating the prepared material. Several e-newsletters and press releases are going to be published, announcing the project’s news. Special emphasis will be put on participating in events thematically related to the project’s scope and raising “SMecoMP” awareness among participants of these events.

APPENDIX I

Website Purpose

The website will have a dual purpose: (1) to be used globally by people outside the project, and (2) to provide an internal project repository. Thus, it will be designed to fulfil the following criteria in order to help the project meets its aims:

- **Communication:** The project vision should be clear to anyone who visits the website. It may be useful to collate email addresses of the audience using the site, so that e-newsletters be sent and/or be notified when website content has been updated.
- **Interpretation:** A flexible and consistent metadata support should ensure that the published data is transparent and comprehensible to the user – especially when it comes to publishing results and statistics.
- **Stimulation:** The content and layout of the website should be visually appealing with a clear easy to use navigation framework, in order to hold users’ interest.
- **Search and Navigation:** The website architecture must provide comprehensible navigation across the whole website. It shall be easy to find the desired data inside the website. The response time should have a high priority.
- **Maintenance:** The development and maintenance of the project website should not just be the task of IT experts and the project staff. Strong support from the top management will be essential to ensure the website meets the objectives of the Building Excellence through Accreditation Project.

The project website will contain links to the partner’s websites. The website will be regularly updated and the public area will enable visitors to subscribe to the regular project e-newsletter. Partners will use the website themselves as well as encouraging other stakeholders to visit it, so to fulfil:

- Dissemination of final project results
- Visibility of the initial achievements and project progress
- Intra-team communication in order to make easier the circulation of information within the group.

Website Layout and Features

The website layout and features will include information according to the matrix below.

Page Name	Content Description	Links within Site	Links to Outside
Home			
Programme			Website of the INTERREG Balkan-Mediterranean 2014-2020
Project			
Actions			
Brief Description			
Objectives			
Results			
Useful Links	List of relevant sites		Links to relevant sites
Partners			Websites of each partner
Observers			
Knowledge Alliance Network	Network to improve entrepreneurship education, support eco-entrepreneurial lifelong learning and improve SME's competitiveness		
Project meetings			
News			

Page Name	Content Description	Links within Site	Links to Outside
Events			
FAQs			Relevant contact details
Studies / Publications	Contains Training needs survey and technical articles		
EIE Laboratories	A pre-incubator arena in order to support new entrepreneurs to present their eco-innovative ideas		
Contact			

Website Update and Maintenance

The website should be updated 4 times during the project duration. The update process will be as follows:

It is anticipated that this process should take no longer than one week to be undertaken.

Web marketing

The website should be visible on the Web and become the central place for “SMecoMP”. In order to reach this position, the following process should take place:

- The Lead Partner will update resources.
- Partners will provide input with information, activities and resources.

APPENDIX II

The «SMecoMP» Project	
Dissemination and Promotion Activity Reporting Template	
Date:	Date of the report
Partner:	Partner reporting
Dissemination Activity:	Short description of the activity
Type of Activity:	Type of activity (presentation, workshop, publication, etc)
Date of Activity:	Date of activity
Place of- Activity:	Place where the activity takes place
Performer:	Partner performing the activity
Summary:	Summary of the activity
Comments/feedback:	Various comments and feedback reporting
Material Attachments:	as Specify attachments to the report (PPT, Text files etc) which supported the activity

APPENDIX III

Quantitative indicators for monitoring each communication event

No	Indicator name	Target value	Method	Outcome
1	No of visits to SMecoMP website per month	400	Dwstats programme (Unique visitors, No of Visits, Hits, Statistic charts per country/ month / page)	<ul style="list-style-type: none"> • Creating stakeholders and public awareness
2	No of references to SMecoMP project per year	50	Survey with Google the number of references to SMecoMP Observation	<ul style="list-style-type: none"> • Creating stakeholders and public awareness
3	No of workshops organized	8	Minutes of the realized workshops (agendas, minutes, presentations, photos)	<ul style="list-style-type: none"> • Presentation of project’s activities results and outcomes • Presentation and evaluation of training framework
4	Number of participants per workshop	50	List of participants of each workshop	<ul style="list-style-type: none"> • Feedback on target audience’s features and functions • Get a better understanding of stakeholders needs and understanding • Increased awareness of stakeholders
5	No of external events per country	2	Minutes of the realized events (presentations, references)	<ul style="list-style-type: none"> • Reach the target groups at the widest possible level • Raise the awareness of a large community outside the SMecoMP network
6	No of participants at final conference	100	Minutes of the realized conference (list of participants)	<ul style="list-style-type: none"> • Increased awareness of stakeholders

No	Indicator name	Target value	Method	Outcome
7	No of technical articles published in the press and communicated to the proper mass media	16	Copies of press releases	• Raise the awareness of a large community outside the SMecoMP network
8	No of e-newsletters disseminated	5	Copies of disseminated e-newsletters	• Project dissemination
9	Total No of e-newsletters recipients	5000	Records of sent e-newsletters (emails) Number of Subscribed users of SMecoMP website	• Project dissemination
10	No brochures; No of copies disseminated	900	Observation	• Project dissemination
11	No of addresses in project’s emailing list	1500	List developed and uploaded on SMecoMP website once completed	• Networking