

# COMMUNICATION PLAN



or**G**AniZing  
acc**E**Laration for  
high-potential**L**  
innovativ**E** SMEs

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Interreg Balkan-Mediterranean 2014-2020**

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## INTRODUCTION

The present deliverable (D2.1.1) – **Communication Plan** compiles a coherent Communication strategy which is designed to ensure an effective and efficient project communication, as well as maximize the potential impact of the outputs, the activities and the events of the GAZELLE project, supporting a successful exploitation of the project results.

The Communication Plan is designed to facilitate all partners in the implementation of the communication activities within the project. All partners should be aware of the importance of using all communication tools and activities in the most successful way, supporting the communication activities through a constant and active involvement, in order to guarantee the necessary multiplying effect.

Specifically, the GAZELLE project's communication strategy is developed in two main axes :

- Internal Communication among project partners
- External Communication to all target groups

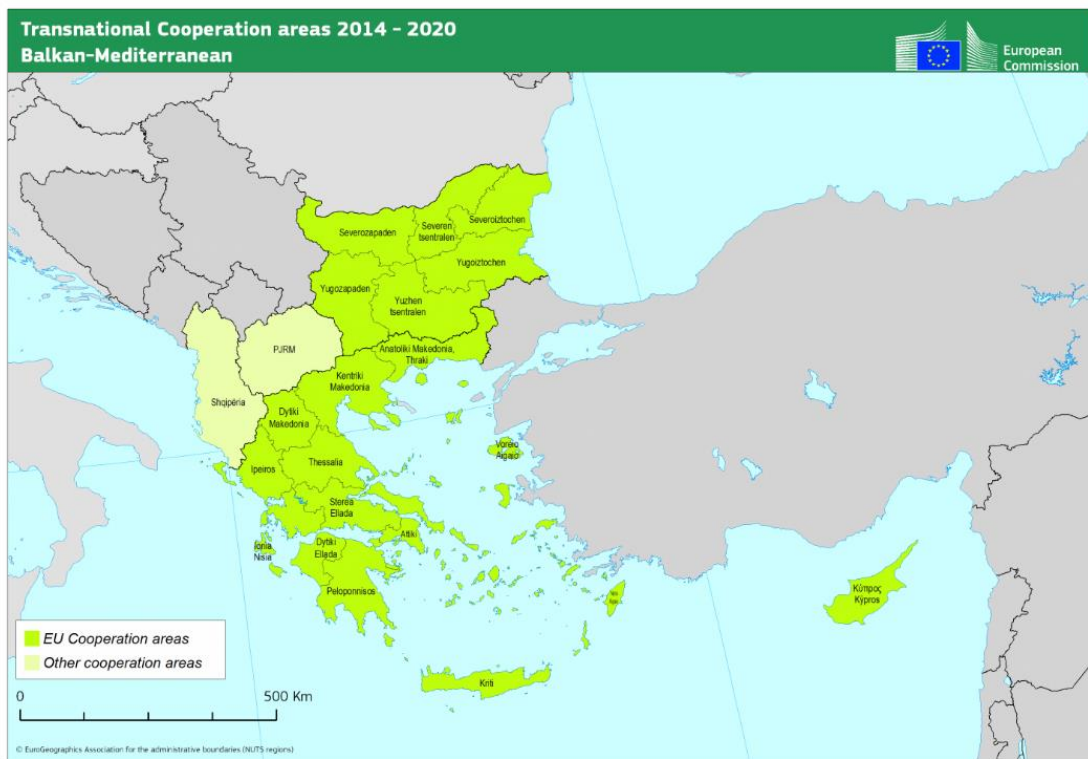
The Communication plan outlines the visibility of the project, the key messages, the target groups, the tools and the activities for the facilitation of dissemination of the project outputs and results. A detailed methodology of the plan for the implementation of communication and dissemination actions has been prepared, and the main dissemination means are presented in the following chapters.

For the effective dissemination and communication of the GAZELLE project, Communication Plan should be a dynamic tool. RCCI - WP2 leader and ACCI – Lead Partner will monitor and evaluate the progress of communication activities throughout the project's time. Following a review and revision activity, if it is needed, Lead Partner and WP2 Leader will have to make modifications in the communication strategy and work accordingly in the forthcoming periods, in order to be continuously up to date and match new priorities and changes of business environment in start-up business angels and innovation ecosystem, as well as on the international business economy.

# 1. BACKGROUND

## 1.1. The Balkan Med Programme Overview

The “Balkan-Mediterranean 2014-2020” is a new cooperation programme, deriving from both, the split of the “South East 2007 – 2013” and the strong will of the “Balkan-Mediterranean” participating countries to promote cooperation in the area. The Programme brings together five (5) countries, three (3) EU member states (MS), Bulgaria, Cyprus and Greece, and two (2) candidate countries (CC), Albania and the North Macedonia.



It is the first time ever that the European cooperation addresses the Balkan Peninsula and the Eastern Mediterranean Sea together, in a joint effort across maritime and terrestrial borders, to contribute to the “EU 2020” strategy, for smart, sustainable and inclusive growth.

After a long period of various cooperation forms, the Transnational Cooperation Programme “Balkan-Mediterranean 2014-2020” has been identified as a structured tool to strengthen cooperation in the area, capitalizing on experiences and results achieved so far. Accordingly, the Programme supports the know-how and experiences’ sharing, improvement of the public policies

and networking, between national, regional and local authorities and other territorial actors of the whole Balkan-Mediterranean cooperation area. It is a new cooperation opportunity that enriches the “European territorial cooperation goal” of the new programming period ahead, 2014 – 2020.

## **1.2. GAZELLE Project overview**

“Gazelles” are innovative companies characterized by their rapid growth pace contributing substantially in the creation of new jobs. It is estimated that Gazelles represent only 4% of all companies, but account for 70% of all new jobs.

The “Gazelle project” is planning and implementing joint sustainable measures in order to create a dynamic ecosystem for innovative SMEs in the framework of the INTERREG Balkan - Mediterranean 2014-2020 program. The general objective of the project is to

- strengthen the organizations that can support the creation and the valorization of Business Angels Networks and to
- boost technology transfer strategies by directly facilitating the connection between universities and innovative SMEs.

The partners aim to promote and support measures within a framework of a Balkan Business Angels Network among the participating countries and regions, while assessing existing policies in the BALKAN MED area regarding the support of innovative SMEs. The actions, methods and tools to be developed will :

- Raise awareness of Business angels and BANs and in turn develop an Angel market in the BALKAN MED area
- Test tools and methods for the support of innovative SMEs, Business Angels Networks and Technology Transfer Offices
- Establish a Balkan Med Business Angel Market Support network

## **1.3. Partnership**

The transnational dimension of the project, one of its strengths, relies on the fact that cooperation among project partners and project activities are designed to boost multiplier effects and widen the geographical scope to other areas beyond the strictly local and regional.

The partnership is joining key stakeholders from participating countries and is institutionally in charge of developing business support services for internationalization, fast business growth, access to financing and technology transfer.

The partnership consists of the following organizations :

Partner No	Organization	Acronym	Country
LP	Athens Chamber of Commerce and Industry	ACCI	Greece
PP2	National and Kapodistrian University of Athens	UOA	Greece
PP3	Enterprise Greece	EG	Greece
PP4	Economic Chamber	ECM	North Macedonia
PP5	Cyprus University of Technology	CUT	Cyprus
PP6	Ruse Chamber of Commerce and Industry	RCCI	Bulgaria
Observer	University of Ruse		Bulgaria

#### 1.4. Project objectives

The project aims to tackle the major obstacles in the development and growth of Gazelles: the access to finance and the access to external knowledge whether this is knowledge of the market or technical expertise. In order to respond to these challenges, the project aims to foster the development and growth of business angles and the technology transfer of knowledge and expertise from the universities to the SMEs.

The main objective of the project is twofold :

- a) the acceleration of BalkanMed “Gazelles” and
- b) the creation of an ecosystem where “**Gazelles can run faster and further**”.

## 1.5. Project structure

The GAZELLE project consists of six (6) workpackages and a number of activities and deliverables, as shown in the following Table :

<b>WP 1</b>	<b>Project Management &amp; Coordination</b>
D1.1	Preparation cost
D1.2	Project management events
D1.3	Progress and financial reports
D1.4	External auditing and evaluation
D1.5	Auditing
<b>WP 2</b>	<b>Project Communication &amp; Dissemination</b>
D2.1	Communication Plan
D2.2	Development and dissemination of material
D2.3	Web site development and social media
D2.4	Conferences
D2.5	Publicity
<b>WP 3</b>	<b>Current Situation and Best Practice Analysis</b>
D3.1	Diagnosis of the current situation
D3.2	Analysis of best practices, tools and entities
D3.3	Study tours (best practices)
<b>WP 4</b>	<b>Development of the Support Mechanism</b>
D4.1	Design of the Support Centers
D4.2	Development of training packages
D4.3	Development of toolkit for the Support Centers
D4.4	Training seminars for the Support Centers staff
D4.5	Operation of the Support Centers and their network
<b>WP 5</b>	<b>Measures to accelerate Gazelles</b>
D5.1	Selection of innovative SMEs
D5.2	Acceleration program
D5.3	Technology transfer support for SMEs
D5.4	Organization of Investment Forums
<b>WP 6</b>	<b>Sustainability activities</b>
D6.1	Assessment of the pilot activities results
D6.2	Follow-up Plan for the Support Centers
D6.3	Policy recommendations

## 1.6. Pilot Activities

In the framework of the GAZELLE project, in order to test and improve the support mechanism that will be developed :

- 4 Support Centers at national level and their Balkan MED Network will be set in operation
- 35 innovative SMEs will go through an acceleration program in order to introduce their new product and services to the market. Among these 35 innovative companies, 9 will have the chance to cooperate with universities and research institutions in the form of technology transfer agreements.

## 1.7. Expected results

The GAZELLE project aims to implement joint sustainable measures in order to create, improve and accelerate the Business Angel's Market in the Balkan-Med area and strengthen the organizations that can support the creation and the valorization of the Business Angels Networks. Specifically the expected results are the following :

- Develop of a transnational integrated mechanism facilitating "Gazelles" at an early stage of development by promoting access to a) finance and b) scientific knowledge and expertise that can be directly 'put into action'.
- Strengthen organizations that can support the creation of business angel networks
- transfer of best practices - development of integrated methodology - including tools for business angels and entrepreneurs / potential entrepreneurs, as well as know-how transfer tools
- Encourage cooperation between stakeholders to develop a business angel network in the BALKAN-MED territory
- Implement of an intensive business acceleration program for selected innovative SMEs that is supported by two important institutions: the angel market and the technology transfer.
- Provide policy updates and recommendation in the fields of technology transfer to SMEs, innovation as well as promotion and support of BANs.



## 2. COMMUNICATION STRATEGY

### 2.1. The Strategic Role of Communication

Communication is a management function that is vital for the implementation of the GAZELLE project. The Communication Plan forms an integral part of the project and aims to ensure that project communication activities are well co-ordinated, effectively managed and responsive to the information needs of the stakeholders and target groups. Targeted communication shall stimulate project development, demonstrate its added value and ensure its visibility. In the same time, all communication actions and tools developed shall increase transparency and raise awareness of positive contributions of the INTERREG BALKAN MED Programme 2014 - 2020.

### 2.2. Overall Communication Objectives

The formulation of an effective communication and dissemination strategy presupposes the existence of clear objectives to be achieved through it.

The basic objectives of communication for the GAZELLE project are the following:

- Raise of awareness for the target groups
- Ensure the high degree activation of target groups.

The above communication objectives of the project are a prerequisite in order to:

- Promote the publicity of the objectives of the GAZELLE
- Promote the publicity of the activities of the GAZELLE
- Promote the publicity of outputs and results of the GAZELLE

### 2.3. Internal Communication

An effective partnership must have strong internal communication. The internal communication strategy is intended to ensure a constant and effective exchange and share of information between the partners.

The success of the project is highly depending on the information flow and information share among partners. In order to enhance the project workflow, some rules and tools of communication between partners have been established.

Internal communication is effective through the constant and active participation of the partners. Due to short project lifecycle the communication will be intense and in this respect the communication tools have been selected to assure the efficiency and reduce the cost of management and communication.

The official language for internal communication (including meetings) and for deliverables is English. All partners should provide a certain level of quality.

Among daily communication between project partners through e-mail, telephone and/or skype calls, other Internal communication tools that will be used are including physical meetings, on-line meetings and the use of a virtual workplace.

### 2.3.1 Physical Meetings

The most efficient way of information share is when partners involved in the project, meet in person. Face to face communication has the advantage that it is personal, direct and conducive to two-way communication. In-person communication is the ideal tool for holding discussions on important issues and getting feedback from the audience. In addition, in-person communication can also be more informal and have more social aspects than many other forms. During the project lifecycle there will be organised several occasions for personal meetings on regional, national and on transnational level.

The physical meetings that will be organized are the following :

#### **1. Kick-off Meeting**

This meeting will be arranged one time only with the participation of all partners in order to discuss: management, financial issues and project structure and workplan. Event will be hosted by ACCI in Athens.

- kick off meeting in Athens (July 2019)

#### **2. Project Meetings**

Project meetings are dedicated to provide guidelines for implementing the project work-packages, monitoring the activities, discuss the deliverables' development and budget absorption through partners, in order to assure the achievements of the project's goals and objectives. During the project lifecycle at least seven (7) project meetings will be organised:

- partners meeting in Ruse (November 2019)
- partners meeting in combination with the training seminar in Limassol (May 2020)
- partners meeting during Investment forums in Athens (Greece), Ruse (Bulgaria), Limassol (Cyprus) and Skopje (North Macedonia)

- partners meeting during Final event in Athens (June 2021)

### 2.3.2 On-line project Meetings

Although the most effective way of communication is face to face meetings, many times some queries, answers, decisions cannot wait to be done until the forthcoming meeting. The partnership will use the friendly communicating system JITSY which allows online conference calls with various features. On-line project meetings will be held every 4 to 6 weeks.

Jitsi ([jitsi.org](https://jitsi.org)) is a Multi-platform open-source video conferencing. Jitsi is a set of open-source projects that allows to easily build and deploy secure videoconferencing solutions. At the heart of system are Jitsi Videobridge and Jitsi Meet, which let to have conferences on the internet, while enable other features such as audio, dial-in, recording, and simulcasting.

Jitsi Meet is a secure, flexible and completely free video conferencing platform, for interactive online presentations and meetings over the Internet. It allows participants to meet in a virtual conference room, where they can share presentation content or desktop / application exchanging text messages and talking through the built-in audio and video conference system. With Jitsi Meet the partnership is possible to meet and have video conference in an easy and advanced way where the organizer can :

- Invite partners via a simple, custom URL (specific for the GAZELLE project)
- Trade messages in real time, with integrated chat.
- Share their desktops, presentations, deliverables etc

### 2.3.2 Virtual workplace

Platform FREEDCAMP (<https://freedcamp.com/>) is a web – accessed intranet site which can be used as a part of the project management procedures. Core features include core project management, project scheduling, document and issue management, project collaboration, portfolio management, reporting, and task and time tracking. The system offers functionality to unlimited users, performing unlimited projects and has no storage limit. A built-in calendar feature allows users the ability to track tasks, events and milestones in one location.

The system is offered primarily as a web-based solution

Freedcamp's main dashboard includes a task list, a notification ticker, a projects list, and a compact shared team calendar. Freedcamp offers a task list system that allows to tag relevant project partners, comment on task progress, and share project resources (documents, graphics, charts, etc.). A team calendar displays tasks, their duration, and their priority.

Freedcamp includes a docs and files section where images, documents, and spreadsheets can be uploaded. Each task has a file uploading and sharing system in order to quickly share resources with the rest of the work team. The platform also includes a separate discussion tab where can be created threads related to different aspects of the project.

The platform shall serve as a coordination and communication tool among partners of the GAZELLE project. All the official outputs related to the project, as well as project's communication tools (all project branding), event calendar, photos, press releases, minutes of the meetings, decisions of the Steering Committee and all other relevant to the project information can be uploaded and be available for all GAZELLE partners.

Furthermore, specific communication templates, which are developed in compliance with the BALKAN MED Programme Visual Identity Guidelines, and are obligatory during the project will be available on the platform FREEDCAMP.

## 2.4. External Communication

### 2.4.1. The aim and scope of the communication

External communication cope is the result of a collaborative work undertaken by all the partners, in line with the foreseen project activities and deliverables in the light of the following points:

- Target Groups :
  - Who is affected most by communication actions?
  - Who would be interested for the key project outputs?
- Dissemination Tools and Activities:
  - What is the most effective way to reach each target group ?
- Monitoring and evaluation :
  - How to monitor and evaluate the implementation of the communication activities ?

External communication on a national level and BALKAN MED level, is the responsibility of communication responsible personnel for GAZELLE communication and dissemination activities, of each partner.

Concerning communication workpackage WP2, all partners should appoint Communication manager and responsible persons for communication - dissemination activities.

The ultimate goal is delivering key project outputs to defined target groups in the participated territories, countries and EU and have positive impact within BALKAN MED innovative

ecosystems in line with the priorities of the BALKAN MED programme and the policies and priorities of the specific countries as well as of the European Commission.

#### 2.4.2. Roles and Responsibilities

Lead partner (ACCI) with collaboration with WP2 leader (RCCI), is responsible for designing and scheduling the communication activities of the GAZELLE project at BALKAN MED level, while all partners are responsible for the elaboration and implementation of communication activities of the GAZELLE project on national level.

#### 2.4.3. Key Messages

The idea of the cooperation within GAZELLE project is to develop joint business support services that will facilitate innovative ecosystem, which will enable fast growing - innovative SMEs (Gazelles) to improve their innovation potential and increase their adaptability to the changing business environment.

The project aims to tackle the major obstacles in the development and growth of Gazelles: the access to finance and the access to external knowledge, whether this is knowledge of the market or technical expertise. In order to respond to these challenges, the project aims to foster the development and growth of Business Angles market and the Technology Transfer of knowledge and expertise from the universities to the SMEs.

Despite the rapid growth in northern European countries, the market for business angel investors in the Balkan - Mediterranean region is still at an early stage. On the other hand, universities and research centers in the region are an important source of knowledge and support for innovation. But just like the business angel investor market, the technology transfer process is still at an early stage of development in the Balkan-Mediterranean region.

Messages of the project :

- **The creation of a dynamic innovative ecosystem for SMEs**
- **The acceleration of BALKAN MED Gazelles**

Key message :

- **The creation of an ecosystem where Gazelles can run faster and further**



During the GAZELLE's project life, the communication has to achieve ultimate goal to make BALKAN - MED area become the place of innovation through the development of an integrated mechanism which will enable gazelles to access in finance and knowledge, establish cooperation at a transnational level and increasing the opportunities for expanding their markets.

#### 2.4.4. Target Groups

Target groups of the project are divided in two categories :

- the main target group
- the other related stakeholders

The main target group consists of the beneficiaries who will influence the project strategy itself. They should be involved in all phases of the project in order to increase the successful rate of achieving results. They also include organizations with an important role in building and offering comprehensive, effective and competitive environment in which the main target group can create value.

##### **Main target group :**

- Business community (Gazelles, startups, SMEs)
- Investors networks
- Incubators
- Accelerators
- Science and Technology Parks
- Universities and Research Institutes
- Technology Transfer Offices

##### **Other related target group:**

- Chambers of Commerce and Industries
- Business Agencies
- Media
- General public
- International Networks
- EU Officials

#### 2.4.4.1 Specific objectives for each target group

The specific objectives for each target group category are shown in the following Table :

Target group	Specific objectives
<p><b>Main Target Group :</b></p> <ul style="list-style-type: none"> <li>• Business community (Gazelles, startups, SMEs)</li> <li>• Investors networks</li> <li>• Incubators</li> <li>• Acelerators</li> <li>• Science and Technology Parks</li> <li>• Universities and Research Institutes</li> <li>• Technology Transfer Offices</li> </ul>	<ul style="list-style-type: none"> <li>• Information on the GAZELLE project: background, objectives, outputs and results;</li> <li>• Progress of the project implementation;</li> <li>• how to use project outputs;</li> <li>• How to benefit from the results</li> <li>• Benefits of transnational cooperation: results, achievements;</li> <li>• impact in business environment</li> </ul>
<p><b>Other related Target Group</b></p> <ul style="list-style-type: none"> <li>• Chambers of Commerce and Industries</li> <li>• Business Agencies</li> <li>• Media</li> <li>• General public</li> <li>• International Networks</li> <li>• EU Officials</li> </ul>	<ul style="list-style-type: none"> <li>• Information on the GAZELLE project: background, objectives, outputs and results;</li> <li>• Impact of the results and transnational approach in regional, national policies</li> <li>• Impact of the project results for public</li> <li>• The role of the BALKAN - MED Programme and the EU.</li> </ul>

#### 2.4.5. Communication Tools and Activities

For the implementation of the Communication Plan various tools will be used. Communication tools will create and maintain visual identity, inform and raise awareness about the GAZELLE project, disseminate its results, and establish media relations.

In general Communication Tools and Activities include the following :

- Visual project identity
- Website - social media
- Digital and printed material
- Events
- Publicity

Specifically the GAZELLE communication tools are :

- Communication strategy / plan
- Project logo
- Project brand
- Website
- Social media
- Leaflet / brochure
- Folder
- Roll ups
- Posters
- Other material (pen, usb, etc)
- Newsletters
- Press releases
- Project partners websites
- JITSi on-line internal communication tool
- FREEDCAMP on-line management – internal communication tool

#### *2.4.5.1 Visual project identity*

Enterprise Greece (EG) in close collaboration with ACCI project leader and RCCI - communication work package leader within GAZELLE project, is responsible for developing the project branding that will be used during the entire project lifecycle.

The project brand and visual project identity will be chosen and approved by all partners. It is mandatory for all project partners to use visual elements in accordance with the visual identity guidelines which will be provided by EG and RCCI (WP leader) as it will improve the GAZELLE project's visibility in all its communication efforts and work to streamline production of communication activities and materials.

The visual identity includes the BALKAN MED project logo, the project brand (corporate colour scheme) as GAZELLE identity, as well as artwork for presentations, web site, social media pages and all print and presentation materials.

Logo and all other visual elements will be available for all partners on the platform FREEDCAMP.



#### *2.4.5.2 Website and social media*

##### **Website**

The website will be the main source of information about the GAZELLE project and the first and most immediate point of reference for all target audiences. The aim of the website is to raise awareness and provide adequate and up to date information news, events, etc for all target groups and communicate the project's progress, on-going activities, outputs and achievements throughout the duration of the project.

The website will be constantly updated with relevant information. To this, its domain name, [www.gazelle-project.eu](http://www.gazelle-project.eu), has been selected to be easy to recall and write, and each visit should result for the user in a pleasant, complete and user-friendly experience.

Responsible partner for the web site design and development, as well as its management is the ACCI – Lead partner of the GAZELLE project.

The website will have a clear and accessible design and structure, an intuitive system of links in order to get a simple and quick navigation:

- About the project
- Partnership
- Projects' objectives
- Expected results
- News
- Events
- Newsletter
- Press Releases
- Photos
- Visible link to the BALKAN MED Programme website
- Sitemap
- Disclaimer

The main aim is to spark interest of all the targeted groups and get them to be informed on the latest news and all other relevant information related to the GAZELLE project activities. After the project closure, GAZELLE website will be maintained from ACCI.

Although, ACCI in close collaboration with RCCI is going to develop the official project's website and all of its elements (structure, layout, design), all partners shall introduce the project on their institutional website, with a short description of the GAZELLE project including its aims and results, and highlighting the financial support from the European Union – European Regional Development Fund and including a direct link to official GAZELLE project website.

Additionally, all PPs will send on permanent basis relative information to the LP in order to continuously improve the GAZELLE website's content.

### **Social media**

The strong potential for GAZELLE, to reach relevant and interested stakeholders and target groups will be realized by setting up social media networks/tools, which considered as one of the most appropriate way.

GAZELLE's Facebook, Twitter and LinkedIn accounts will be created and managed by ACCI Lead partner and RCCI – WP2 Leader. All partners can contribute to the content creation by sharing internally relevant to the project information, events etc but also to the project's visibility and dissemination by sharing posts and tweets on their own institutional social networks.

The social media activity needs to be conducted on a regular basis through writing new posts, sharing information and interacting/engaging with institutions, organizations so a strong network is built.

#### *2.4.5.3. Digital and Printed Material*

Digital and Printed communication material (brochure, leaflet, folder, poster etc.) has the main advantage that it is an easy way to communicate a large amount of information. It is long lasting communication that people can easily access. Materials will be prepared in order to disseminate the project to all target groups. Furthermore, posters will help to fix the visual elements at different events (matchmaking events, conferences).

EG in close collaboration with ACCI (project leader) and RCCI (WP2 leader) will provide the design and artwork for :

- Project Logo following the instructions and the flag of the BALKAN MED programme
- GAZELLE brand
- Leaflet-brochure
- Poster (in different dimensions)
- Roll-up banner
- Folder
- Notepad
- Newsletter
- USB sticks
- Pens
- Lanyards and badges

CUT will be the responsible partner for printing and distributing to all partners all dissemination material.

### **Project brochure**

Project brochure will be developed and used for information on the project. It will be disseminated at each event and used for raising awareness about the project and BALKAN MED Programme among all target groups.

Brochures and leaflets will be printed in English to disseminate the project and its results to transnational events as well as in partners national languages for use at national level. Each PP will disseminate the project brochure in its territory-country, upload the brochure on its official website, and disseminate it using electronic tools for the whole period of project life-cycle

### **Newsletter**

The most cost –effective external communication tool in order to report on the project activities, develop awareness about the project and keep the entire target groups informed about the GAZELLE project results, is the newsletter. Electronic newsletters will be prepared in English. The dissemination will start on 2020 through project’s website and will be permanently in a 3 – month period.

There will be the potential for each partner to translate the each newsletter in its language in order to increase the effectiveness of communication, mostly for the local general public.

The main content of the newsletters shall include, but shall not be limited to, the following topics:

- Updates on the progress of the project
- List of relevant upcoming events
- Encourage participation in forthcoming activities and events

The Newsletter will be prepared by the RCCI with the contribution of each partner as well as feedback regarding their activities.

RCCI - WP2 leader will :

- Provide content layout for the newsletter
- Prepare outline and summary of the content for each newsletter in close collaboration with the lead partner and uploaded to FREECAMP to receive additional content from partners
- Prepare the content of the newsletter to be published

- Provide the newsletters to be published on the project website

All project partners will :

- Provide information for the newsletter accordingly to the RCCI's directions
- Upload or link the published newsletters on their official websites

#### *2.4.5.4 Events*

Events are very important communication activities, since all partners shall join their forces and present results of the project and exchange information directly with the target groups. During the project 4 (four) investment forums, 3 (three) dissemination conferences and 1 (one) final transnational conference will be organised.

#### **Investment Forums**

EG will host the investment forum – matchmaking event in Athens, CUT in Limassol, RCCI in Ruse and ECM at Skopje.

All partners will be responsible to involve enterprises and investors from their countries to the events. The investment forums - matchmaking events should be organised by attracting the selected target audiences.

#### **Conferences**

CUT, RCCI and ECM will organise dissemination conferences in their countries in order to disseminate in Local/regional/national target groups project tools, methodologies, outputs and results. All host organisations and other partners will invite stakeholders from their regions to participate.

ACCI will co-organise with EG the GAZELLE project's Final event in Athens. The event will be transnational with the participation of stakeholders from all participated countries and other European countries as well.

#### *2.4.5.5 Publicity*

Publicity tools shall focus on providing the means for building a strong relation within the media from participated countries. External communication on a national level is the responsibility of Communication Managers and responsible personnel for GAZELLE communication activities of each partner.

In order to attract media interest towards the GAZELLE project, all partners communication personnel shall work closely with media representatives in their country, supply the media with high-quality news and other materials and establish links with regional and local media in each country.

Furthermore, all partners will exploit their networks to disseminate at maximum the results of GAZELLE project.

### **Press Releases**

Major results of the project will be communicated through local media, maximizing the visibility of the project. Specifically, dissemination activities foresee press releases in project partners websites, in thematic journals as well as in electronic press and mass media.

To disseminate the results of the GAZELLE project, press releases should be prepared and send to the local, regional and also national media. These press releases have to be short, easy to read and raise the attention of target groups and other interesting bodies.

Distribution of press releases will occur via email. All publicity material shall be published on project webpage, where an archive of those documents shall be established. In order to keep the media informed about the results of the project, it is necessary to have updated press releases available, so that they can be given to the press immediately when needed.

### **Publications**

Additionally, to press releases, articles in newspapers or specialized journals (printed or electronic) in each of the partners countries, will be published to presented in a more “scientific” way the main GAZELLE project’s outputs and results. Articles will be published from university partners (UOA and CUT) in Scientific journals as well from Chambers (ACCI, RCCI, ECM) in thematic ones.

### 3. MONITORING AND EVALUATION

The process of monitoring and evaluation aims at the assessment of the communication activities on the basis of their contribution to the Communication Plan in accordance with qualitative and quantitative targets, depending on the type of the activity.

The main purpose of the monitoring and the evaluation is to indicate the optimum utilization of the information and dissemination activities - how effective the communication tools are. The basic measurement should be sought from the evaluation process is the degree to which objectives of recognition and publicity of the GAZELLE Project are covered.

All communication and dissemination activities will be subject of a regular follow-up, so that the results can be monitored and integrated within the communication plan and that adjustments can be made if necessary.

The indicative assessment indicators are separated into two categories, as follows:

- Output indicators
  - o to keep the record of the promotion activities (e.g. number of events)
- Result indicators
  - o to keep the record of the results of the activities for recipients and beneficiaries (e.g. number of participants in the events)

There are two different methods of evaluation :

- Quantitative evaluation,
  - o based mainly on metrics and statistics
- Qualitative evaluation
  - o based on public opinion surveys, participants interviews, questionnaires, etc.

It is necessary to combine both methods to ensure maximum efficiency of the communication plan.

Following the above the output and results indicators are shown in the following Table :

Tool	Outputs indicators	Results indicators
<ul style="list-style-type: none"> <li>• Website, social media</li> </ul>	<ul style="list-style-type: none"> <li>• Number of pages published</li> <li>• Regularity of updates</li> </ul>	<ul style="list-style-type: none"> <li>• Number of visits</li> <li>• Number of hits per page</li> <li>• Reference of the website</li> <li>• Number of members / followers</li> </ul>
<ul style="list-style-type: none"> <li>• Events</li> </ul>	<ul style="list-style-type: none"> <li>• Number of events organised</li> </ul>	<ul style="list-style-type: none"> <li>• Number of participants at the events.</li> </ul>
<ul style="list-style-type: none"> <li>• Digital and Printed material</li> </ul>	<ul style="list-style-type: none"> <li>• Number of materials created</li> </ul>	<ul style="list-style-type: none"> <li>• Number of materials disseminated.</li> </ul>
<ul style="list-style-type: none"> <li>• Publicity</li> </ul>	<ul style="list-style-type: none"> <li>• Number of press releases issued</li> <li>• Number of announcements sent</li> <li>• Number of publications issued</li> </ul>	<ul style="list-style-type: none"> <li>• Number of press releases, announcements, publications published</li> </ul>

## 4. RESOURCES

### 4.1. Human Resources

RCCI is WP2 leader and will be responsible, in close collaboration with ACCI – project leader, for the overall communication and dissemination of the project. All partners will provide data and assistance for the development of the material and implementation of WP2 - Communication.

Each partner will be assigning a person as Communication manager; however more persons from each partner will be participated in specific communication activities

The Person - days required to implement the communication activities of each partner in each WP2 activity is shown in the following Table

No.	Deliverable	LP	PP2	PP3	PP4	PP5	PP6	%
D2.1	Communication Plan	20,00	0,00	10,00	6,25	6,25	12,50	16,92
D2.2	Development and dissemination of material	20,00	5,00	10,00	6,25	12,50	12,50	20,38
D2.3	Web site development and social media	20,00	5,00	10,00	6,25	6,25	12,50	18,46
D2.4	Conferences	30,00	0,00	10,00	6,25	12,50	15,00	22,69
D2.5	Publicity	30,00	5,00	10,00	6,25	6,25	12,50	21,54
	Total partner's person – days in WP2	120,00	15,00	50,00	31,25	43,75	65,00	100,00
	% of partner's person – days in WP2	36,92	4,62	15,38	9,62	13,46	20,00	100,00



## 4.2. Financial resources

The Budget required to implement the communication activities per activity - deliverable and per partner is shown in the following Table :

No.	Deliverable	LP	PP2	PP3	PP4	PP5	PP6	%
D2.1	Communication Plan	8500,00	0,00	1150,00	575,00	1150,00	1150,00	9,97
D2.2	Development and dissemination of material	2300,00	575,00	6150,00	1575,00	8300,00	2650,00	17,15
D2.3	Web site development and social media	6020,00	575,00	1150,00	575,00	1150,00	2150,00	9,25
D2.4	Conferences	15005,00	2745,00	7430,00	3645,00	12200,00	9380,00	40,11
D2.5	Publicity	4950,00	6775,00	7350,00	1505,00	5150,00	3836,00	23,53
	Total partner's budget in WP2	36775,00	10670,00	23230,00	7875,00	27950,00	19166,00	100,00
	Partner's budget as a % of WP2 budget	29,26	8,49	18,49	6,27	22,24	15,25	100,00

## 5. APPENDICES

### 5.1. Publicity Activities

The timetable of the scheduled publicity activities is presented hereunder :

<b>TIMETABLE OF MAJOR PUBLICITY ACTIVITIES</b>		
<b>MONTH/YEAR</b>	<b>RESPONSIBLE PARTNER</b>	<b>ACTIVITY</b>
09/19	ACCI	Elaboration and announce of Press Release regarding the approval and kick-off of the Project
11/19	RCCI	Elaboration and announce of Press Release regarding the start of the Project
04/20	ACCI	Launch of the project web-site
05/20 - 06/21	ALL	Continuous update of the project website and regular forwarding of its pages to target groups.
05/20	EG	Branding of the project – Digital material
05/20	RCCI, ACCI	Elaboration and Sending of Project's 1 <sup>st</sup> Newsletter.
06/20 - 06/21	ALL	Update of the project's website and periodical sending of its updated pages to target groups and to the wider public.
09/20	RCCI, ACCI	Elaboration and Sending of Project's 2 <sup>nd</sup> Newsletter.
09/20	CUT	Printing of the informative material and coordination of its distribution.
09/20	CUT	Announcement of transnational seminar in Limassol Press Release concerning the results of the seminar in Limassol
11/20	RCCI, ACCI	Elaboration and Sending of Project's 3 <sup>rd</sup> Newsletter.

12/20	RCCI	<p>Pre-announcement of the Event in Ruse</p> <p>Elaboration and sending of Press Release and Invitation regarding the progress of the project and the holding of the event in Ruse</p> <p>Elaboration and publish of Press Release concerning the results of the event in Ruse</p>
12/20	RCCI	<p>Elaboration and sending of Press Release and Invitation concerning the progress of the project and the holding of the match-making event, investment forum in Ruse</p> <p>Elaboration and sending of Press Release concerning the results of the match-making event, investment forum in Ruse</p>
12/20	RCCI, ACCI	Elaboration and Sending of Project's 4 <sup>th</sup> Newsletter.
02/21	EG	<p>Elaboration and sending of Press Release and Invitation concerning the progress of the project and the holding of the match-making event, investment forum in Athens.</p> <p>Elaboration and sending of Press Release concerning the results of the match-making event, investment forum in Athens</p>
02/21	RCCI, ACCI	Elaboration and Sending of Project's 5 <sup>th</sup> Newsletter.
03/21	ECM	<p>Pre-announcement of the Event in Skopje</p> <p>Elaboration and sending of Press Release and Invitation regarding the progress of the project and the holding of the event in Skopje</p> <p>Elaboration and publish of Press Release concerning the results of the event in Skopje</p>
03/21	ECM	<p>Elaboration and sending of Press Release and Invitation concerning the progress of the project and the holding of the match-making event, investment forum in Skopje</p> <p>Elaboration and sending of Press Release concerning the results of the match-making event, investment forum in Skopje</p>

04/21	RCCI, ACCI	Elaboration and Sending of Project's 6 <sup>th</sup> Newsletter.
04/21	CUT	<p>Pre-announcement of the Event in Limassol</p> <p>Elaboration and sending of Press Release and Invitation regarding the progress of the project and the holding of the event in Limassol</p> <p>Elaboration and publish of Press Release concerning the results of the event in Limassol</p>
04/21	CUT	<p>Elaboration and sending of Press Release and Invitation concerning the progress of the project and the holding of the match-making event, investment forum in Limassol</p> <p>Elaboration and sending of Press Release concerning the results of the match-making event, investment forum in Limassol</p>
06/21	RCCI, ACCI	Elaboration and Sending of Project's 7 <sup>th</sup> Newsletter.
05 - 06/21	ACCI, EG	<p>Pre-announcement of the final Event in Athens</p> <p>Elaboration and sending of Press Release and Invitation regarding the progress of the project and the holding of the final event in Athens</p> <p>Elaboration and publish of Press Release concerning the results of the final event in Athens</p>
09/20 – 06/21	ALL	Targeted dissemination through internet.
09/20 – 06/21	ALL	Elaboration and sending of a Press Release in English regarding progress and Project's results.
01-06/21	ALL	Publication regarding the Project

## 5.2. Events

The timetable of the scheduled events is presented hereunder :

EVENTS SCHEDULED			
A/A	PLACE	MONTH/YEAR	EVENT
1	Ruse, Bulgaria	12/20	Investment Forum
2	Ruse, Bulgaria	12/20	Conference
3	Athens, Greece	2/21	Investment Forum
4	Skopje, North Macedonia	03/21	Investment Forum
5	Skopje, North Macedonia	03/21	Conference
6	Limassol Cyprus	04/21	Investment Forum
7	Limassol, Cyprus	04/21	Conference
8	Athens, Greece	06/21	Final Conference