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Interreg V-A Greece-Bulgaria 2014-2020

“Market Changer”

“MarCh”

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Deliverable 2.1.1
Communication Guide



*Agency for Transnational Training
and Development*

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1. GENERAL

1.1 The Identity

The present document entitled “Communication Guide” has been elaborated as **D.2.1.1 “Communication Guide”** within the Work Package 2 “Communication and Dissemination” of the project “**Market Changer**” with the acronym “**MarCh**” and **MIS code 5070788**.

The respective communication plan has been elaborated by the Lead Beneficiary of the project, namely the **Agency for Transnational Training and Development (TRANSCOOP)**.

1.2 Introduction

With reference to the communication work in the context of the Interreg VA GREECE – BULGARIA 2014 – 2020 projects, there is basically an entire bundle of activities reserved in the projects (Work Package 2) for designing and applying communication interventions within each venture. However aim of the particular action is to increase the visibility of the project and its results and propagate its achievements to the envisaged community groups.

What is less obtained in the aforementioned work package is the adoption of the project results in the stakeholders’ policies and work, so as to establish success of the project effort. Latter is undoubtedly a complicated work, which should be predominant in the entire project’s work and infiltrate its particular activities and interventions.

In order to do so it is necessary to designing a tailor made communication policy for each single project in dependence on its objectives, actions and target groups. Furthermore the communication effort should be dispersed all over the project activities supporting their implementation and impact and contributing each to the achievement of the overall project goal. Still, and since individual project activities are not independent but interconnected to each other, relations between the individual project activities should be identified and utilized to supporting implementation of the project and securing its impact.

To doing so an effective analysis of the individual project actions in terms of communication to the targeted recipients (audience) is needed, a clear definition of the actions’ communication objectives, a forecast on the expected results and certainly a monitoring system to recording level of fulfillment of objectives and to reviewing communication plan.

Once said that the present Communication Policy document does not aim at replacing the relevant EU directives and specifications, it simply accomplishes them and applies them to the context of the specific project.

1.3 The Purpose

In the above context the **main goal** of this Communication Guide is to design and elaborate an effective, comprehensive and complete methodology for the successful implementation of a communication strategy of the project. Following the allocation of project activities, the Communication Guide should be carried out by the Lead Beneficiary and implemented by the entire project partnership.

The ultimate purpose of such activities is to allow broad acknowledge of the project and its results. In essence, to raise awareness, inform, engage, promote and contribute to the capitalization of the project.

The specific document attempts to increase the visibility of the “MarCh” project and its results, besides securing compliance of the project’s communication work with the relevant EU policies and guidelines.

Furthermore, and considering the importance of the communication action in the EU co-funded projects, the document pursues to exhaust the communication opportunities, which arise in the various activities of the MarCh project apart from Work Package 2, thus increasing the effectiveness of the communication effort and enhancing the success of the project as a whole.

1.4 The Methodology

This Communication Guide is structured in the following five units:

- **Step 1:** Identification of the audiences
- **Step 2:** Determination of the information to be provided- the message
- **Step 3:** Identification of the channels
- **Step 4:** Budget
- **Step 5:** Evaluation

1.4.1 Step 1: Identification of the audience

Project audience consists of all stakeholders that directly and indirectly can benefit from the project results.

The identification process of the audience defines who they are and what their main interests are. It also answers the question “**Who are we communicating to?**”. Such process consists of reviewing the project and ensuring that all the stakeholder categories are included in the overall list of target audiences.

For this purpose, the main groups identified are namely:

- Local business communities with an emphasis to new enterprises and start-ups in the agro food sector
- Existing businesses and potential start-ups
- Young people and less represented groups of the business community (women, disabled etc.)
- Local stakeholders of entrepreneurship
- Local administration bodies
- National Stakeholders

1.4.2 Step 2: Determination of the information to be provided- The message

The two most important ingredients for effective communication are simplicity and consistency. The best way to communicate simply and consistently is to develop key messages. **Messages are the essence of what we want to communicate**- the key points that we want to get across and we need to formulate them in a language that can be understood by those outside our sector. They should be identified and customized according to the segmentation previously established, in particular regarding the category of the stakeholder.

1.4.3 Step 3: Identification of the channels

The methods available for information and dissemination are reviewed and in the light of the previous steps, appropriate means of communication activities and tools are determined.

1.4.4 Step 4: Budget

The main constraint for communication actions is the budget, which will determine the whole process and activities to perform. Dissemination and communication activities and costs are part of the WP2 “Communication and Dissemination” and each partner will produce its planned information tools and actions.

The Budget for WP2 activities for each partner is made up of different cost categories such as staff costs, travel expenses for the participation in dissemination events and activities in Greece and Bulgaria (such as the kick off and closing conferences), as well as costs of external expertise for dissemination, material printings and production (e.g. flyers,

brochures, USB sticks) and organization of public events (such as the local awareness raising seminars).

Besides, and as the project communication action exceeds the limits of WP2 and encompasses also activities in other WPs , resources also from other WPs are being drawn to implement the communication work, in dependence on each individual activity considered part of the overall communication effort.

1.4.5 Step 5: Evaluation

The success or failure of communication actions will be measured through quality indicators. Each Project Beneficiary (PB) should be committed to reach efficiency and effectiveness in communication, by using all the opportunities linked to the project's field of action and to communicate the project results in its own language.

Furthermore, all PBs are committed to boost the project's transnational and international dimension and will contribute to its dissemination through platforms and networks allowing for the exchange of best practices during the project implementation.

2. PROJECT OVERVIEW

2.1 Project Identification

The “MarCh” Project is implemented under **Priority Axis (1)**: A competitive and innovative cross-border area, **Thematic Objective (03)**: Enhancing the competitiveness of small and medium-sized enterprises, the agricultural sector (for the EAFRD) and the fisheries and aquaculture sector (for the EMFF), **Investment Priority (3a)**: Promoting entrepreneurship, in particular by facilitating the economic exploitation of new ideas and fostering the creation of new firms, including through business incubators, and **Specific Objective (1)**: To improve entrepreneurship SME support systems.

The “MarCh” Project - submitted under the 6th Call for proposals of the Cooperation Programme Interreg V-A “Greece- Bulgaria” 2012 – 2020 - is **co-funded by the European Regional Development Fund (ERDF) and national funds of the countries participating in the Cooperation Programme Interreg V-A “Greece- Bulgaria 2014- 2020”**.

2.1.1 The Partnership

The partnership of the project consists of the following beneficiaries:

1. **AGENCY FOR TRANSNATIONAL TRAINING AND DEVELOPMENT (TRANSCOOP)** - LB, Greece
2. **CENTER OF HELLENIC COMMERCE AND ENTREPRENEURSHIP DEVELOPMENT (KAELE)** - PB2, Greece
3. **BULGARIAN INDUSTRIAL CAPITAL ASSOCIATION (BICA)** - PB3, Bulgaria
4. **FEDERATION OF COMMERCE AND ENTREPRENEURSHIP OF THRACE (OEETH)** - PB4, Greece
5. **REGIONAL INDUSTRIAL ASSOCIATION- KARDZHALI** - PB5, Bulgaria

2.1.2 The Project Idea

Businesses particularly in the EU periphery have been seriously affected by the globalization of the economy in the last twenty years, as the global retail has concentrated in a small number of multinational chains and local markets were penetrated by international enterprises. As a consequence, local businesses lost significant market shares, entire supply chains collapsed and the local productive and economic fabric was disrupted.

Especially in remote and least competitive areas, as the two areas participating in “MarCh” (Thrace area in GR and Kardzhali District in BG), the specific involvement had a particular

excess. Closure of businesses, low incomes, high unemployment rates, migration of skilled workforce and economic crisis were the results from this phenomenon.

On the other hand, it is comforting that multinational chains deploy different strategies in their growth models, some emphasizing on cheap production terms, others on effective market response etc., thus leaving space to other businesses to develop their own concepts for growth. For the local enterprises, considering that they provide a number of comparative advantages, as e.g. long presence in the area, proximity and trustful relations to customers, along with a series of further attributes (product quality, low pricing etc.), the latter means to locate their strengths and weaknesses and design appropriate competitive strategies. To doing so, however, they depend on external support, as endogenous obstacles (small unit size, lacking knowledge, shortages in skills and resources, innovation absence etc.) prevent them from acting out of the box.

In this context, the role of the collective business bodies becomes crucial. Analyzing the advantages of their areas they can shape visions for them and mobilize the local business communities to their realization. Locating strengths and weaknesses they can design strategies and guide their members to applying them. Addressing the entirety of the business community they can provide it with assistance and guidance to implementing the strategies. Besides, they are able to establish horizontal schemes to facilitating the business operation and to covering shortages.

MarCh PBs, being all of them, except the LB, major employers' organizations, both at local and national level, are conscious of the challenge that the business community is confronted with and view in MarCh an opportunity for changing the game. MarCh's PBs acting at national and EU level and closely cooperating (PB2 indirectly and PB3 directly are members of the EU Economic and Social Committee), being interconnected with each other (PB4 is member of PB2's board- PB5 is directly connected with PB3), or joining common national organizations (e.g. both PB2 and PB4 are members of the National Confederation of Hellenic Commerce and Entrepreneurship (ESEE)) or on a collaborative basis (LB been long cooperating with ESEE and PB2), they share common approaches to tackling the crisis.

The "MarCh" project enables the project PBs to transfer common visions and methodologies to practice, notably in some of the most suffering areas of their countries and in a C-B approach. To meeting above shortages MarCh designs local growth strategies and visions, locates strengths and weaknesses at the local business communities and builds up Business Support Structures (BuSSes) in the two application areas. For a pilot sector, the agro-food, a bundle of activities (strengths- weaknesses' diagnoses, business plans for existing businesses and start-ups, coaching and counseling along with training seminars) aims at upgrading business performance and competitiveness, while a series of tools (an e-market platform, a digital data base with experienced professionals, an e-labor market platform) improve the business environment in the two areas and facilitate entrepreneurship. At a first stage,

MarCh addresses the local business communities in the two project areas emphasizing on new enterprises and start-ups in the agro food sector. However the entire business community will benefit from the project as its results will be disseminated and replicated to the other sectors. Furthermore the experience from MarCh will be capitalized by the national PBs (PB2/ESEE and PB3) and transferred to other areas in the participating countries.

2.1.3 The Objectives

MarCh aims at changing the entrepreneurship environment in the project areas by applying integrated schemes to exploiting the advantages of the areas and to improving the competitiveness of the local businesses.

To this end the local economic environment is explored, needs of the local businesses assessed, competitiveness strategies designed, Business Support Structures (BuSSes) established, interventions to existing businesses and potential start-ups applied, digital tools to facilitating business operation developed. Hence MarCh's objective overlaps with Program Specific Objective (01) "To improve entrepreneurship SME supporting systems".

Leaders in this effort are local major employers' organizations (PB4 & PB5), which valorize the experience and knowledge of main national employers' organizations and social partners with EU experience (ESEE/ KAELE in GR and BICA in BG). As a result, the support that BuSSes will provide to businesses and start-ups in the two project areas will be coherent and of high effectiveness.

Business plans to be designed and coached for individual enterprises and start-ups, as well as training seminars to be offered will be derived from competitiveness strategies to be drawn for the project areas and will build on their prospects.

Similarly with regard to needs analyses of the enterprises to be carried out, their findings will help BuSSes to customize their services directly to the local needs. Both results of situation analyses and methodology applied for the BuSSes in the project will set up an integrated framework to providing support towards competitiveness to businesses and is expected to be adequately valorized over the next years by the local stakeholders.

MarCh will prioritize new businesses (up to three years old) and start-ups and consider the participation of women. Supporting actions will emphasize on promising ideas and schemes (innovative ideas, extroverted, young entrepreneurs etc.), hence fully complying with the priorities of SO 1.

2.2 The Work Packages

2.2.1 WP1- Project Management

Work package 1 serves the proper project implementation at beneficiaries' and project level.

2.2.2 WP2- Promotion and Communication

Work Package 2 serves the publicity on the project and its achievements. The communication guide at hand lays out the scope and the application mode of the relevant interventions, in dependence on the project content and deliverables.

2.2.3 WP3- Developing Strategies

Work Package 3 conducts situation analyses on the project areas and defines local growth visions and strategies. Questionnaire researches at the agro- food businesses reveal their strengths and weaknesses (S&W). Action plans of interventions towards competitiveness for the sector's enterprises are designed upon a synthesis of the WP's activities.

2.2.4 WP4- Devising Business Support Structures' (BuSS) Infrastructure

Work Package 4 envisages the infra structure for implementing the actions defined in WP3. The operation of BuSSes is planned, their spaces and equipment secured, the three e-tools to facilitating business operation developed. Though BuSSes are planned at local level (one per area), e-tools are developed at cross border level, thus enabling enlargement of reference markets, experts' mobility and mobility of HR in the cross border area. WP4 starts at project launch, however it ends after completion of WP3, so as to adopt its results and specify the content of the interventions.

2.2.5 WP5- Pilot Application

Work Package 5 includes the operation of BuSSes of the three e-tools. 2X50 enterprises will be supported in making a diagnostic on strengths and weaknesses (S&W), 2X20 business plans will be designed, 2X60 entrepreneurs will be advised on subjects derived from the analyses of WP3 (e.g. quality, costs, management, marketing, extroversion, innovation etc.), training seminars on "hot issues" (e.g. branding, e-commerce, innovation etc.) will be held in both areas. Networking actions on B2B and plenary sessions will be offered at cross border level, so as for business people to contact entrepreneurs of similar resp. supplementary

subject or individuals of importance (experts, consultants, bank representatives etc.). WP5 follows the completion of WP3 and WP4, so as to adopt their results and build on them.

2.2.6 WP6- Valorizing Results - Securing Sustainability

Work Package 6 envisages the capitalization and transferability of achievements. Operation of BuSSes will be assessed upon indicators, a cross border network (C-B Lab) takes care of improving BuSSes performance, business plans on future operation (for a three- years period) of BuSSes are designed, a cross border network monitors the operation of the BuSSes and the transfer of MarCh to other sectors and areas. The allocation of actions to the areas relies on a symmetric principle. Core activities are implemented in both areas, while assessment and synthesis of results are made at cross border level, thus raising good practices and locating shortcomings. Allocation of actions to PBs succeeds upon PBs' experience and geographic location. PBs carry out those activities, which they are best appropriate for. BuSSes are operated by the local stakeholders (PB4 and PB5), e-tools are developed by PB3, as having relevant sound experience, LB, long experienced in transnational project management and being more flexible than the other PBs does the cross border management, PB2 carries out training etc. National level PBs (PB2 and PB3) will adopt the approach of MarCh and transfer it to other areas beyond the project, as both countries face the same challenges. Local PBs (PB4 and PB5) will transfer results to other sectors in their areas.

3. THE COMMUNICATION POLICY OF THE PROGRAMME

The legal basis for the communication strategy of **Interreg V-A “Greece- Bulgaria 2014-2020” Cooperation Programme** is expressed in the Commission regulation (EC) 1303/2013.

The overall aims of Information and Publicity (I&P) actions with regard to EU funding are:

- To acknowledge the role and support provided by the EU Funds.
- To promote an understanding of the objectives and achievements of interventions co-funded by the EU.

The objective of the I&P strategy is to increase the awareness of the general public and/or specific audiences targeted by the Project. Moreover, the transparency of the activities implemented and the EU funds used have to be guaranteed. Furthermore the implementation of an Information and Publicity strategy shall ensure that results achieved are disseminated widely and capitalized by policy makers and stakeholders in the eligible area. Beside those general aims, each Project shall define specific objectives in its own I&P strategy, according to the Project’s content.

In order to communicate effectively, target audiences should be clearly identified. In addition, specific target groups have to be addressed by a variety of activities.

Moreover, the general objectives of any I&P actions concerning Interreg co- funded Projects should be the following:

- **Awareness:** Highlighting of the role of the European Union and the Structural Funds of the European Union for the general public and the promotion of the added value of EU participation in the co-funded Projects.
- **Transparency:** Ensuring transparency as far as access to the Funds is concerned.
- **Equal opportunities and non-discrimination:** Ensure accessibility and as far as visibility implementation is concerned.

In order to maximize the impact of communication activities, the following should be taken into account:

- Activities need to be timely
- Information used must be accurate
- The right audience(s) should be targeted
- Messages should be interesting for the targeted audience(s)
- Activities should be appropriate in terms of resources spent and expected impact.

As mentioned above, a specific Work Package (WP2) of the Application Form of the Interreg V-A “Greece-Bulgaria 2014-2020” Cooperation Programme requires that an I&P strategy shall be laid down.

The I&P strategy shall guarantee that Information and Publicity becomes an integrated part of any Project funded by the Interreg V-A “Greece-Bulgaria 2014-2020” Cooperation Programme throughout its life cycle.

All I&P activities financed from the Programme’s funds have to have an explicit reference to EU contribution and the Programme including a reference to the relevant financing sources.

4. THE COMMUNICATION POLICY OF MarCh PROJECT

Scope of the Communication Policy of MarCh Project is the dissemination of the project objectives and results, in order to familiarize potential beneficiaries (local stakeholders, the wider public) with the project content and to encourage their involvement and hence improving the project's effectiveness.

4.1 The Objectives and Goals

The objective of the communication activities is to disseminate the project to the maximum amount of different targeted categories of stakeholders. The dissemination of the results will focus on the key target groups described below and happen on different levels of interest.

Standard dissemination channels will be set up at every project level (website, dissemination events, information material, etc.). The main objective of this component is to increase the project impact and to ensure its widest exploitation, through several activities.

The objectives and goals of the communication activities include the following:

- To communicate the reasons for and background of the project, including its likely impact and implications
- To communicate the current project status and forward planning
- To provide practical and technical guidance
- To promote participation in a successful implementation
- To promote dialogue at all stakeholder levels on issues related to the project
- To help ensure involvement and support for it
- To make available the information that stakeholders need to understand in each phase of the project, and to contribute to it so as to derive the benefits from its implementation as originally foreseen.

4.2 The Target Audience

Communication and dissemination activities will focus on key target groups and happen in the cross- border area addressed by the project and through the PBs involved and their dissemination channels aiming at a wider public at national and EU level.

National and regional public bodies will be addressed, including other intermediate associations, companies, etc. The groups will include:

- Entrepreneurs at local and CB level
- Professional organizations
- The local and regional administration notably in the project area
- Innovation providers
- Service providers in the HR sector
- The financing sector
- Young entrepreneurs
- Individual experts and professionals in related sectors
- The wider public in the CB area.

It is envisaged that the project beneficiaries will disseminate the results to their national stakeholders (also in national languages).

The overall objective is to create a comprehensive network for distributing information related to the project implementation and results.

4.3 The Key Messages

Typically, besides the dissemination of the project and its results, every INTERREG V-A Greece- Bulgaria 2014-2020 project should communicate this core message:

“The Project is co-funded by the European Regional Development Fund and by national funds of the countries participating in the Interreg V-A “Greece-Bulgaria 2014-2020” Cooperation Programme.”

The Lead Beneficiary may establish other main messages to be delivered through communication tools and actions and all the partners are free to propose Key Messages.

The proposed key message for “March” Project:

MarCh – Tackling the Challenge - Shifting to Competitiveness

5. THE COMMUNICATION ACTIVITIES

The dissemination activities will be supported by the following **communication tools**:

5.1 The Project Logo

A project logo and a general corporative image of the project will be produced in accordance with the Programme's instructions.

The logo shall be used in all the produced material. This includes .doc, .pdf, .ppt or similar documents, as well as information made available by electronic means and audio-visual material. The logo must always be visible. In case it is not possible to mark the produced material with the logo due to distinctive features of this material, at least emblems of and reference to the European Union will be provided.

Information and communication material such as flyers, brochures, press releases, etc. must contain a clear indication of the EU's participation on the title page. Publications should include references to the body responsible for the information.

On digital information carriers the logo is placed on the front page, in introductory scene or picture, and also on the packaging (e.g. packaging of a CD, DVD etc.).

The project partner responsible for the production of the logo should consult the latest updated "Information and Publicity Guide" of the Cooperation Programme Interreg V-A "Greece- Bulgaria 2014- 2020" in order for the products to be in line with the publicity rules.

5.2 The Project Website

The Website is an invaluable tool for the project and during time becomes the first source of information. Thus, the development of a structure website is an essential part of the project.

A trilingual website- developed in English, Greek and Bulgarian- will be designed in the framework of MarCh project and will be updated regularly to provide public information on the project through its extranet.

According to the "Information and Publicity Guide" of the Programme, the project's website should be launched within the first six months after start date of the project and shall be kept online at least two years after the contractual end date of the project.

The LB will be responsible for designing, feeding and animating the website, which will include a short description of the Programme (taken from the programme's website) and

provide information about the project, its nature, procedures, benefits and the expected results. Also, the project website will include some basic information on the Beneficiaries and their contact details as well as the communication material produced- such as press releases, newsletters, invitations, posters, photos and links. The main deliverables of the project and a short description- presentation of them should be uploaded on the website.

Each PB will be responsible for providing information on its activities. The website will provide a restricted area that enables partners to have access to internal documents.

The project website must be in compliance with the General Data Protection Regulation (GDPR).

The textual reference of financing *“The Project is co-funded by the European Regional Development Fund and by national funds of the countries participating in the Interreg V-A “Greece- Bulgaria 2014- 2020” Cooperation Programme”*, as well as the disclaimer *“This webpage has been produced with the financial assistance of the European Union. The contents of the webpage are sole responsibility of -Beneficiary’s name- and can in no way be taken to reflect the views of the European Union, the participating countries, the Managing Authority and the Joint Secretariat”* should be included in the website.

5.3 The Dissemination material

In accordance with the “Information and Publicity Guide” of the Interreg V-A “Greece-Bulgaria 2014- 2020” Cooperation Programme, also the publicity material such as leaflets, brochures and flyers should contain at least the project logo, the link to the project website, the textual reference to the sources of financing, as well as the disclaimer that the material produced does not necessarily reflect the official position of the EU.

In connection with the dissemination material to be developed in the framework of “MarCh” project, there will be preparation of flyers, brochures and USB sticks.

5.3.1 The USB sticks

The specific activity concerns the preparation of 1.000 USB sticks on MarCh project.

The sticks will contain both the basic information on the project (the project title, the PBs, its objectives etc.) as well as rich material concerning the project deliverables and activities.

The USB sticks are addressed to those entities or individuals with particular interest in the project and its results. Representatives- executives with direct involvement in project related topics (executives of planning units of the administration and of the local

government or other bodies etc.) as well as executives of research entities and members of the research community will be the recipients of the particular communication means.

The USB sticks will be distributed a. o. at seminars and conferences organized by the project partners.

The capacity of the sticks should be of 4 GB. The text of the sticks will be in two languages (Greek and English for Greek partners, Bulgarian and English for Bulgarian partners).

The sticks have to bear the logo of the project, the logo and the tag of the Interreg Greece-Bulgaria 2014-2020 programme, in accordance with the programme's publicity rules. The logo will be placed on the front page of the content, on the introductory page, picture, and also on the exterior of the stick.

Audience addressed	<i>USB sticks will be uploaded with more details on the project activities and with audiovisual material. Specific deliverables of general interest will be available on the stick. The sticks will be distributed to individuals who want to deepen in the project content (start up businesspeople, participants in project activities, beneficiaries, students etc.).</i>
Expected results	<i>To inform 1.000 people.</i>
PBs involved	<i>500 bilingual USB sticks in Greek and English shall be prepared by the LB 500 bilingual USB sticks in Bulgarian and English by PB5</i>

5.3.2 The Flyers

The flyers aim at encouraging a wide participation in the project as well as helping to spread information about the project. They are intended to provide the general public with information on the project, its purpose, its objectives and activities, its partnership, as well as the availability of contact information for everyone who might be interested in getting more information and searching for more specialized material.

The flyer indicatively includes:

- a brief reference to the project partners
- the budget
- the main project objectives and activities
- the expected outcomes.

The web site address of the project has to be included in the flyer so as to facilitate the communication of the public and of the stakeholders with the project structures and inform them of the events and the details of the progress of its actions.

The text of the flyer should be short, bilingual (Greek and English for the LB, Bulgarian and English for PB5) adjusting the logo of the project and the programme funding in accordance with the programme's publicity rules.

The text of the flyer will be written in a simple and journalistic style.

The basic specifications of the graphic design of the flyer:

- Four color
- Triptych - Size A4
- Paper 170 gr., CMYK printing
- Language: Greek and English for Greek Partners, Bulgarian and English for Bulgarian Partners
- In printed and digital form

Audience addressed	<i>Flyers are addressed to the wider public, informing them on the project, its scope and objectives, its activities and its partners along with the funding institutions (EU and CB countries)</i>
Expected results	<i>To inform 6.000 people.</i>
PBs involved	<i>The LB has to prepare 2 bilingual flyers in 3.000 copies (2X1.500p) in Greek and English and PB5 has to prepare 2 bilingual flyers in 3.000 copies (2X1.500p) in Bulgarian and English, (6.000 flyers in total).</i>

5.3.3 The Brochures

The brochures will describe the scope and objectives, the content of the actions of the project as well as the project outcomes and results. They aim both to provide more information on selected parameters of the project (the concept, the implementation framework, the Project Beneficiaries, the participating areas, the work packages, the activities, etc.) and to highlight the project results and achievements.

The brochures are addressed both to the general public and to the institutional actors and bodies/ individuals who are particularly interested in the project implementation, its sustainability and in adopting its results.

The content of the brochure should include info on:

- the project beneficiaries
- the project areas
- the budget
- the project objectives
- the project activities
- the project results and achievements
- any significant events.

The text of the brochure should be comprehensive, written in a simple and journalistic style, bearing the logo of the project, the EU and the programme funding.

The brochure must be uploaded on the project’s webpage as well as the Programme’s webpage.

The technical characteristics of the brochure should be the following:

- Language: Greek and English for Greek Partners, Bulgarian and English for Bulgarian Partners
- Pages: 32 pages (without cover)
- Pieces: 1.500 for each PB (1.500 brochures for the LB and 1.500 brochures for PB5)
- Paper quality: 320 gr for the cover and 150 gr for the interior
- Printing: 4 colors
- Finish: Protective varnish.

Audience addressed	<i>Brochures provide detailed information on the project content, present the methodology, the background and the philosophy of the project, the pursued achievements, along with contact details. The brochures address a narrower audience, business people, academia, representatives of organizations and collective bodies, representatives of the public administration etc.</i>
Expected results	<i>To inform 3.000 people.</i>
PBs involved	<i>The LB has to prepare a bilingual (Greek and English) brochure in 1.500 copies. PB5 has to prepare a bilingual (Bulgarian and English) brochure in 1.500 copies (3.000 brochures in total).</i>

5.4 The Dissemination Events

Through a variety of events, the PBs are able to directly transmit information to those who should eventually exploit the project results and enable them to discuss specific issues with the project partners.

This communication and dissemination plan sets a list of different events taking place in each region, providing a good opportunity to present the efforts and results of the project.

Specifically:

- A kick off conference will be organized in Greece by PB4
- A closing conference will be organized in Bulgaria by PB5
- Three Local Awareness Raising Events will be organized in Greece and Bulgaria by PB4 and PB5
- Five Networking Seminars will be organized in Greece and Bulgaria by PB4 and PB5
- Two Networking Sessions will be organized in Greece and Bulgaria by PB4 and PB5
- Two Cross Border Labs will be organized in Greece and Bulgaria by the LB and PB5.

The Interreg project logo, as well as the reference to the sources of financing should appear on all documents, publications, presentations or other material made available during the events.

5.4.1 Kick off and Closing Conferences (D2.4 - Kick off and Closing Conferences)

At the beginning of the project an Opening Conference has to be organized in order to raise publicity on the project, to secure high visibility of its objectives, to receive positive feedback from the audience.

The closing conference, on the other hand, shall inform about the results achieved during the project implementation. The aim of the conference is to obtain deliverance of the project achievements.

According to the Programme Communication Guide, the specific activities must include press releases along with audiovisual material (photos, video etc.).

The Project Beneficiaries must inform in advance (at least 10 days before the selected date) both the Communication Officer and the Project Officer of the Program of the final event.

A great communication campaign is required with agencies and media of both areas, in order to secure the possible widest publicity:

Activities Before the conference

- Inform local stakeholders on the event
- Inform the local and neighboring areas' Media
- Send Press Releases to Journalists (1 press release for each conference)

Activities After the conference

- Send Press Releases to Journalists (1 press release for each conference)
- Send publicity material to journalists who expressed interest, but did not attend the event.

Each conference will include

- Arrangement of speakers
- Design and mailing invitation and agenda
- Preparation of material for the participants- folder with agenda, potential information material, the presentations, participants' material (pen, block, etc.- if held in physical form)
- Provision of catering in the event break (if held in physical form)
- Photo and video coverage
- Support services- reception and secretarial support- (if held in physical form)
- Organization of publicity on the conference
- Preparation of a press release
- Preparation of report on the conclusions of the seminar in Greek (for Greek partners), in Bulgarian (for Bulgarian partners) and in English (for both the Greek and the Bulgarian partners).

<i>Audience addressed</i>	<i>The local stakeholders The local administration The enterprises The organizations The wider public</i>
<i>Expected results</i>	<i>50 persons will participate in each conference and 200 persons will be informed by the press releases on the conferences' content.</i>
<i>PBs involved</i>	<i>The Kick off conference will be organized by PB4 The Closing conference will be organized by PB5 (2 conferences in total).</i>

5.4.2 Local Raising Awareness Seminars (D2.5 - Local Awareness Raising Seminars)

The planned local raising awareness seminars are addressed to the local stakeholders in each project area in order to raise awareness and mobilize them for their active participation in the project activities. Therefore, the content of each event will, in principle, be general informative, while linking the project actions and its outcomes with the benefits for the area and the participants, thereby sensitizing them to participate actively in respective interventions.

Each seminar will be of local range and addressed to at least 50 participants.

Each seminar will include:

- Arrangement of speakers
- Design and mailing the invitation and the agenda
- Preparing the material for the participants' folder including the agenda, the working material, the speakers' presentations, a pen, a block, etc.- (if held in physical form)
- Organizing the provision of catering (if held in physical form)
- Photo and video coverage of event
- Provision of supporting services- reception and administrative support- (if held in physical form)
- Arranging publicity on the seminar via 2 press releases per event
- Preparation of a report on the conclusions of the seminar in Greek (for Greek partners), in Bulgarian (for Bulgarian partners) and in English (for both the Greek and the Bulgarian partners).

Audience addressed	<p><i>The stakeholders</i></p> <p><i>The local authorities</i></p> <p><i>The academic community</i></p> <p><i>Local organizations</i></p> <p><i>Local enterprises</i></p> <p><i>The wider public</i></p>
Expected results	<p><i>50 persons to participate in each local seminar and</i></p> <p><i>200 people to be informed by the press releases on the content of the seminars</i></p>
PBs involved	<p><i>Two local awareness seminars will be organized by PB4</i></p> <p><i>One local awareness seminar will be organized by PB5</i></p> <p><i>(three seminars in total)</i></p>

5.4.3 Networking seminars (D3.3 - Communicating Vision and Strategies to Local Communities)

Since scope of the Communication Strategy is the dissemination of the project objectives and results, so as to encourage the involvement of the local stakeholders and the wider public in the project works and increase the project's effectiveness, communication also via five networking seminars are foreseen in the framework of WP3- Developing Strategies.

The specific networking seminars aim at communicating and discussing the elaborated vision and strategies under WP 3 for the project areas with the local stakeholders and the business community, so as to exchange ideas on them and activate the local community towards their achievement.

Activities Before the seminars

- Inform and invite local stakeholders on the event
- Inform and invite the local and neighboring areas' Media
- Send Press Release to Journalists (1 press release for each seminar).

Activities After the conference

- Send Press Release to Journalists (1 press release for each seminar).

Each seminar will include:

- Arrangement of speakers
- Compiling and mailing invitation and the agenda
- Preparation of material for the participants' folder with agenda, potential information material, the presentations, a pen, a block, etc. (if held in physical form)
- Provision of catering in the event break (if held in physical form)
- Photo and video coverage
- Supporting services - reception and secretarial support- (if held in physical form)
- Organization of publicity on the conference
- Preparation of two press releases
- Preparation of report on the conclusions of the seminar in Greek (for seminars in Greece), in Bulgarian (for seminars in Bulgaria) with an English summary (for both seminars in Greece and the Bulgaria).

<i>Audience addressed</i>	<p><i>The local stakeholders</i></p> <p><i>The local administration</i></p> <p><i>The enterprises and the business community</i></p> <p><i>The professional organizations</i></p> <p><i>The wider public</i></p>
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Expected results	<i>50 persons will participate in each seminar and 200 persons will be informed by the press releases on the conferences' content.</i>
PBs involved	<i>Three networking seminars will be organized by PB4 Two networking seminars will be organized by PB5 (five networking seminars in total)</i>

5.4.4 Networking sessions [D5.5 - Networking actions (plenary and B2B sessions)]

The particular events (sessions) aim at facilitating beneficiaries of the project action (participants) to meet with service providers, experts and entrepreneurs from the local and CB area, so as for them to establish contacts and arrange their own business network.

Planned are 2 networking events in the Greek project area and 2 others in the district of Kardzhali. Project participants from both areas will join all events, in order to benefit from the opportunities provided.

Besides the project participants the events address a wide range of entrepreneurs and service providers, who might be helpful to the beneficiaries of the project action. These service providers along with the beneficiaries make up the target audience of the events.

Activities prior to the Sessions

- Inform and invite potential participants and local stakeholders to the Session
- Inform and invite the local and neighboring areas' Media

Each event will include:

- Arrangement of thematic coordinators/facilitators
- Compiling and mailing invitation and the event program
- Preparation of material for the participants (folder with agenda, information material, a pen, a block, etc. (if held in physical form))
- Provision of catering in the event break (if held in physical form)
- Photo and video coverage
- Supporting services - reception and secretarial support- (if held in physical form)
- Organization of publicity on the event
- Preparation of one press release
- Preparation of report on the conclusions of the seminar in Greek (for seminars in Greece), in Bulgarian (for seminars in Bulgaria) with an English summary (for both seminars in Greece and the Bulgaria).

Audience addressed	<p><i>The participants of the project</i></p> <p><i>Local stakeholders</i></p> <p><i>Representatives of relevant suppliers – buyers (entrepreneurs)</i></p> <p><i>Representatives of funding institutions (e.g. banks' representatives)</i></p> <p><i>Representatives of research institutions</i></p> <p><i>Individual experts</i></p> <p><i>Professional organizations</i></p> <p><i>The related business community.</i></p>
Expected results	<p><i>30 persons to participate in each session</i></p>
PBs involved	<p><i>Two sessions will be organized by PB4</i></p> <p><i>Two sessions will be organized by PB5</i></p> <p><i>(four sessions in total)</i></p>

5.4.5 Cross border Labs (D 6.2 Cross Border Lab on valorizing results and improving performane)

Objective of the specific activity is twofold:

- Organizing a technical meeting of the PBs on investigating the possibilities for the further operation of the BuSSes and
- Obtaining publicity on the project in the area of Thessaloniki.

As such the event will comprise two distinct parts. The first one will address the PBs, where technical aspects of the BuSSes future operation will be examined. The second part will be open to the business community of the city of Thessaloniki, so as for them to have the possibility to become aware of the project and its achievements.

Activities prior to the Sessions

- Inform and invite potential participants and local stakeholders to the event
- Inform and invite the areas' Media

The event will include:

- Arrangement of speakers
- Compiling and mailing invitation and the agenda
- Preparation of material for the participants' folder with agenda, potential information material, the presentations, a pen, a block, etc. (if held in physical form)
- Provision of catering in the event break (if held in physical form)

- Photo and video coverage
- Supporting services - reception and secretarial support- (if held in physical form)
- Organization of publicity on the conference
- Preparation of two press releases
- Preparation of report on the conclusions of the seminar in Greek with an English summary.

Audience addressed	<i>The PBs Local stakeholders of Thessaloniki The local administration Representatives of the local business community The academia of the area The wider public.</i>
Expected results	<i>40 persons to participate in the seminar</i>
PBs involved	<i>The LB</i>

5.4.6 Seminars on Monitoring future operation of BuSSes (D 6.4 Setting up Cross Border structure for Monitoring BuSSes)

The activity aims at broadening the operation of the BuSS'es "institution" in the two cooperating areas and monitoring its continuation.

Two seminars (1 in Alexandroupolis and 1 Kardzhali) are foreseen to publicize the project achievements and the future plan of the BuSSes.

As such the events address the project PBs and the local stakeholders (local administration, other professional organizations etc.), so as for them to support the project effort and contribute to the project's sustainability.

The activity consists of publicity actions, organization of a technical meeting and of an open seminar on local business competitiveness in the 2 project areas.

Activities prior to the Technical Meeting/ Seminar

- Inform local stakeholders on the meeting
- Inform the areas' Media
- Send Press Release to Journalists (1 press release)

Activities After the Meeting

- Send Press Release to Journalists (1 press release for each seminar)

The seminar will include:

- Arrangement of 4 rapporteurs
- Setting up and mailing invitation and agenda
- Preparation of material for the participants- (folder with agenda and other pot. information material, the presentations, a pen, a block, etc.)
- Provision of catering in the event break (if held in physical form)
- Support services- reception and secretarial support- (if held in physical form)
- Preparation of two press releases
- Broadcasting of a TV spot on the local TV of Kardzhali
- Preparation of report on the conclusions of the meeting in Greek (for Greek partners), in Bulgarian (for Bulgarian partners) and in English (for both Greek and Bulgarian partners).

Target Audience	<p><i>The MarCh PBs</i></p> <p><i>The Local Stakeholders</i></p> <p><i>The professional organizations</i></p> <p><i>The local business communities</i></p> <p><i>The local administration</i></p> <p><i>The academia</i></p> <p><i>The wider public.</i></p>
Expected results	<p><i>40 persons will participate in each seminar and</i></p> <p><i>200 persons will be informed by the press releases on the seminars' content.</i></p>
PBs involved	<p><i>A seminar will be organized by the LB in Alexandroupolis</i></p> <p><i>A seminar will be organized by PB 5 in Kardzhali.</i></p>

6. OVERVIEW OF THE COMMUNICATION ACTIVITIES FORESEEN IN MARCH PROJECT

Communication activities				
No	Activity No	Title of Activity	Partners Involved	Budget
WP2 Communication & Dissemination				
1	D2.1 (D2.1.1)	Communication Guide	LB Agency for Transnational Training and Development	4.080,66€
2	D2.2 (D2.1.2)	Website and Logo	LB Agency for Transnational Training and Development	5.650,83€
3	D2.3 (D2.1.3, D2.5.3)	Dissemination Material: Flyers, Brochures and USB sticks of the Project	LB Agency for Transnational Training and Development PB5- Regional Industrial Association/Kardzhali	22.425,15€
4	D2.4 (D2.4.4, D2.5.4)	Kick off and Closing Conferences (4 press releases foreseen)	LB Agency for Transnational Training and Development PB2 Center of Hellenic Commerce and Entrepreneurship Development PB3 Bulgarian Industrial Capital Association PB4 Federation of Commerce and Entrepreneurship of Thrace PB5- Regional Industrial Association/Kardzhali	7.227,08€

Communication activities				
No	Activity No	Title of Activity	Partners Involved	Budget
5	D2.5 (D2.4.5, D2.5.5)	Local Awareness Raising Seminars (6 press releases foreseen)	LB Agency for Transnational Training and Development PB2 Center of Hellenic Commerce and Entrepreneurship Development PB3 Bulgarian Industrial Capital Association PB4 Federation of Commerce and Entrepreneurship of Thrace PB5- Regional Industrial Association/Kardzhali	8.993,63€
WP3 Developing Strategies				
6	D3.3 (D3.4.3, D3.5.3)	Communicating Vision and Strategies to Local Communities (5 networking seminars)	LB Agency for Transnational Training and Development PB2 Center of Hellenic Commerce and Entrepreneurship Development PB3 Bulgarian Industrial Capital Association PB4 Federation of Commerce and Entrepreneurship of Thrace PB5- Regional Industrial Association/Kardzhali	11.835,10€
WP5 Pilot Application				
7	D5.5 (D5.4.5, D5.5.5)	Networking actions (plenary and B2B sessions)	LB Agency for Transnational Training and Development PB2 Center of Hellenic Commerce and	15.100,10€

Communication activities				
No	Activity No	Title of Activity	Partners Involved	Budget
			Entrepreneurship Development PB3 Bulgarian Industrial Capital Association PB4 Federation of Commerce and Entrepreneurship of Thrace PB5- Regional Industrial Association/Kardzhali	
WP6 Valorizing Results - Securing Sustainability				
8	D6.2 (D6.1.2)	Cross Border Lab on valorizing results and improving performane	LB Agency for Transnational Training and Development PB2 Center of Hellenic Commerce and Entrepreneurship Development PB3 Bulgarian Industrial Capital Association PB4 Federation of Commerce and Entrepreneurship of Thrace PB5- Regional Industrial Association/Kardzhali	9.601,51
9	D6.4 (D6.1.4, D6.5.4)	Setting up Cross Border structure for Monitoring BuSSes	LB Agency for Transnational Training and Development PB2 Center of Hellenic Commerce and Entrepreneurship Development PB3 Bulgarian Industrial Capital Association PB4 Federation of Commerce and Entrepreneurship of Thrace PB5- Regional Industrial Association/Kardzhali	8.821,03€

7. EVALUATION INDICES

The evaluation of the communication plan should be done in accordance with quality indicators. It is always useful to set up specific measure indices from the beginning. By comparing the indices with the final results, we achieve a real and correct measurement of project's achievements.

WPs Activities	Type of Intervention	Outputs	The Audience	Results
WP2 Communication & Dissemination				
Activity 2.2. (2.1.2) Website and Logo	Project website	1 project website	The project partners The stakeholders The authorities The academic community Organizations Enterprises The wider public	Project promotion Information on activities and achievements To attract 2.000 people over implementation period
	Project Logo	1 project logo	The project partners The stakeholders The public administration The wider public	Partners' identification with the project Project recognition by authorities Project Visualization to public
Activity 2.3 (D2.1.3, D2.5.3) Dissemination	Flyers	6.000 flyers (2X2 flyers x 1.500 copies, 2X1.500 bilingual copies in Greek)	The wider public	To inform 6.000 people

WPs Activities	Type of Intervention	Outputs	The Audience	Results
Material: Flyers, Brochures and USB sticks of the Project		and English, 2X1.500 bilingual copies in Bulgarian and English, 2X1.500 flyers per partner)		
	Brochures	2 dig. brochures, (in Greek & English and in Bulgarian & English)	Business people The academic community Representatives of organizations and collective bodies Representatives of the public administration	3.000 people to be informed
	USB sticks	1.000 USB sticks (500 sticks in Greek & English, 500 sticks in Bulgarian & English)	Business people Participants in project activities Beneficiaries Academia	1.000 people to be informed
Activity D2.4 (D2.4.4, D2.5.4) Kick off and Closing Conferences	Kick off conference 2 press releases (PB4)	1 conference on project objectives 1 press release before the conference 1 press release after the conference	The local stakeholders The local administration The enterprises The organizations The wider public	50 persons will participate in the conferences and 200 persons will be informed by the press releases on the conferences' content
	Closing conference 2 press releases	1 conference on project results	The local stakeholders The local administration	50 persons will participate in the conferences and

WPs Activities	Type of Intervention	Outputs	The Audience	Results
	(PB5)	1 press release before the conference 1 press release after the conference	The enterprises The organizations The wider public	200 persons will be informed by the press releases on the conferences' content
Activity 2.5 (2.4.5, 2.5.5) Local Raising Awareness Seminars	3 Local raising awareness seminars	2 local raising awareness seminars to be organized by PB4 1 press release before each seminar 1 press release after each seminar	The stakeholders The authorities The academic community Local organizations Local enterprises The wider public	50 persons to participate in the local seminar and 200 people to inform by the press releases on the content of the seminars
	6 press releases	1 local seminar to be organized by PB5 1 press release before the seminar 1 press release after the seminar	The stakeholders The authorities The academic community Local organizations Local enterprises The wider public	50 persons to participate in the local seminar and 200 people to inform by the press releases on the content of the seminars
WP3 Developing Strategies				
Activity 3.3 (D3.4.3, D3.5.3)	5 networking seminars	3 networking seminars to be organized by PB4	The local stakeholders The local administration	40 persons will participate in each seminar and 200 persons will be informed by

WPs Activities	Type of Intervention	Outputs	The Audience	Results
Communicating Vision and Strategies to Local Communities	10 Press Releases	6 Press Releases, 3 prior and 3 after the seminars	The enterprises The organizations The wider public	the press releases on the seminars' content
		2 networking seminars to be organized by PB5 4 Press Releases, 2 prior and 2 after the seminars	The local stakeholders The local administration The enterprises The prof. organizations The wider public	40 persons will participate in each seminar and 200 persons will be informed by the press releases on the seminars' content
WP5 Pilot Application				
Activity 5.5 (D5.4.5, D5.5.5) Networking actions (plenary and B2B sessions)	2X2 networking sessions	2 networking session organized by PB4	The local stakeholders The local administration The enterprises The prof. organizations The academic community	30 persons to participate in each networking session
		2 networking session organized by PB5	The local stakeholders The local administration The enterprises The prof. organizations The academic community	30 persons to participate in each networking session
WP6 Valorizing Results - Securing Sustainability				

WPs Activities	Type of Intervention	Outputs	The Audience	Results
<p>D6.2 (D6.1.2) Cross Border Lab on valorizing results ...</p>	1 Cross Border Lab	<p>1 technical meeting and 1 cross border lab to be organized by LB in Thessaloniki</p> <p>2 Press Releases prior and after the Lab</p>	<p>The PBs</p> <p>The local stakeholders</p> <p>The local administration</p> <p>The enterprises</p> <p>The prof. organizations</p> <p>The academic community</p>	<p>40 persons to participate in the CB Lab and</p> <p>200 people to inform by the press releases on the content of the sessions</p>
<p>D6.4 (D6.1.4, D6.5.4)</p>	<p>2 Cross Border Labs</p> <p>4 Press Releases</p>	<p>1 cross border lab to be organized by the LB in Alexandroupolis</p> <p>2 Press Releases prior and after the Lab</p>	<p>The PBs</p> <p>The local stakeholders</p> <p>The local administration</p> <p>The enterprises</p> <p>The prof. organizations</p> <p>The academic community</p>	<p>40 persons to participate in the CB Lab and</p> <p>200 people to inform by the press releases on the content of the sessions</p>
		<p>1 cross border lab to be organized by PB5</p> <p>2 Press Releases prior and after the Lab</p> <p>1 TV spot</p>	<p>The PBs</p> <p>The local stakeholders</p> <p>The local administration</p> <p>The enterprises</p> <p>The prof. organizations</p> <p>The academic community</p>	<p>40 persons to participate in the CB Lab and</p> <p>400 people to inform by the press releases and the TV spot on the content of the session</p>