

# IN 4.0

## ADAPTATION OF INDUSTRY 4.0 MODEL TO THE NAVAL SECTOR

### Communication Plan IN 4.0



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## Introduction

In a society where everything communicates, the fact of not managing communication properly is a risk for any organization. The communication plan aims to be a manual and a strategic guide that marks the general lines of the project communication and strategy, indicating in a clear and concise way what to tell (message) and how to tell (actions). Three key aspects for this Communication Plan are therefore considered:

- Identifying the target audience and creating a relational database.
- Developing a concept for the project's communication campaign based on a differential value and designing a specific media plan for the implementation of dissemination activities.
- Evaluating and measuring the Impact of communication.

## The importance of communication for the European Union

By contextualising communication within the scope of European projects, communication today becomes a key tool for making the results of a project known and tangible. From the European Union, moreover, more and more attention is paid to the actions carried out to disseminate the actions of the project, putting special emphasis on making the origin of the funds known and transferring to the citizenship the actions supported from the European Union.

In this way, the need to develop a communication plan that complies with the obligation to disseminate the origin of the funds arises, as well as the necessity to make society in general aware of the actions carried out in this project by its partners.

### IN 4.0

The naval industry plays a central role in the growth of the economy, being firmly rooted in the countries within the Atlantic Area and presenting a common problem: the urgency of obtaining contracts in a very competitive market, caused mainly by the very low labour costs in European countries such as Romania, Turkey, Poland or Croatia, or at worldwide level as it is the case of Asian countries, tough competitors of the Atlantic Area naval companies.

The project “IN 4.0, Adaptation of Industry 4.0 model to the naval sector”, aims to improve the competitiveness of companies in the naval sector through its adaptation to the productive model represented by the so-called 4.0 industry, ensuring the continuity of the sector in an increasingly demanding market on which innovation is a key factor of strategic positioning. For this purpose, the main barriers that prevent the sector from adapting its business model will be diagnosed, the degree of maturity of existing technologies that can be implemented in SMEs will be determined, work organization systems will be defined, sector personnel will be trained to move towards 4.0, innovative strategies will be designed to economize costs in the implementation of technologies, new marketing methods will be detected and innovations designed in IN 4.0 will be implemented in selected SMEs in the participating regions.

### Objectives

Specifically, the objectives of the project are summarized as follows:

- To diagnose the main problems or barriers already identified that prevent the naval sector from transforming its business model into 4.0 and to propose new solutions.
- To determine the degree of maturity of existing technologies that can be implemented in the sector SMEs.
- To transform the work organization, knowledge and commercialization processes towards an industry 4.0.
- To train the workers of the naval sector in new jobs and tasks in order to move towards a 4.0 model.
- To design innovative strategies to reduce costs in the implementation of technologies and in the detection of new marketing methods.
- To implement in practice the innovations designed in the framework of the project in the selected SMEs in the regions participating in the project.

### Action Plan

The project entails 4 main activities, in addition to the horizontal “management and coordination” and “evaluation and communication” activities:

1. **IN CONTEXT:** it represents the starting point for the adaptation to a new productive model based on the latest technological advances in the subject, detecting innovation applicable to 4.0 technologies that are relevant to the naval sector.
2. **IN WORK AND IN TRAINING:** protocol for redefining training tasks for sector personnel.
3. **IN COMMERCIALIZATION AND COSTS:** cost reduction in the implementation of technologies and new marketing methods.
4. **IN ADAPTATION:** advice for the transformation into intelligent naval companies.

### Communication objectives

The general objective of the project's communication plan is to enhance and disseminate the IN 4.0 strategy and the Fund that co-finances it. It has two different approaches or aspects: **internal and external**.

With regard to the internal aspect of the communication plan, this corresponds to an operational information criterion, and the communication objective is: "To guarantee the constant flow of information between the entities that participate in the execution of the strategy by creating, enabling and feeding the internal communication channels that make possible the effective exchange of information and documentation between them".

As far as the external aspect of the communication plan is concerned, the objectives pursued are encompassed according to the following aspects.

#### Technical aspects:

- Definir la imagen de IN 4.0 reconocible y garantizar la homogeneidad en la utilización de la identidad corporativa.
- Diseñar un mensaje común, claro, directo, simple y atractivo para la comunicación del proyecto, adaptable según el canal, público objetivo y ámbito de actuación.
- Destacar el concepto de movilidad y el enfoque de mejorar la calidad de vida de la ciudadanía y enfocar la sostenibilidad como un valor del proyecto.
- Incorporar la dimensión de la comunicación en el día a día del proyecto, entendiendo no sólo las obligaciones reglamentarias sino asumiendo la comunicación como una forma de hacer el proyecto.
- Generar el diálogo e intercambio de opiniones entre los públicos objetivos a través de la comunicación en medios online y establecer un control y evaluación de las acciones de la comunicación de IN 4.0.



- To define a recognizable image of IN 4.0 and ensure consistency in the use of the corporate identity.
- To design a common, clear, direct, simple and attractive message for the communication of the project, adaptable according to the channel, target audience and scope of action.
- To highlight the concept of mobility and the emphasis on improving the quality of life of citizens and focusing on sustainability as a value of the project.
- To incorporate the dimension of communication in the day-to-day functioning of the project, understanding not only the regulatory obligations but also assuming communication as a way of running the project.
- To generate dialogue and exchange of opinions among target audiences through online media communication and establish a control and evaluation of the communication actions of IN 4.0.

### Communication responsibilities:

- All information, communication and branding measures provided by the project, including presentations at conferences or seminars, will recognise financial support from the ERDF funds of the Interreg Atlantic Area programme.
- These measures will be carried out in accordance with the legal regulations (Section 2.2 of Annex XII of the Common Provision Regulation (EU) No. 1303/201 / Articles 4, 5 and Annex II of the Commission Implementing Regulation (EU) No. 821/2014), the latest version of the Approved Project Form (PAF), the Programme Manual and any other guidelines the programme may issue in this regard.
- Any notification or publication concerning the project in any form or by any means, including the Internet, must indicate that it reflects the views only of the authors and that the authorities of the programme are not responsible for any use which may be made out of the information contained therein.
- Each partner also takes full responsibility for the content of any



advertisements, publications and marketing products provided to the managing authority and is responsible in case a third party claims damages. The Partner shall indemnify the Management Authority in the event that the Management Authority suffers any damage as a result of the content of the advertising and information material.

- The Lead Partner will ensure that the project partners comply with all advertising, communication and branding requirements (e.g. use of the programme logo, information requirements, organisation of events, etc.).
- The programme authorities are authorised to publish, by any means, the following information on the project: project contacts (Lead Partner and partners), name of the project, activities and objectives, geographical location of the activities undertaken, dates of the project, ERDF funding and total eligible cost, summaries of progress and final reports.
- The Lead Partner will inform the Joint Secretariat of any communication campaign, media appearance or other publicity of the project for possible updates or presentations on the website.
- The Lead Partner will provide the Joint Secretariat with statistical information on the project, promotional articles, publications, newsletters, content for digital or printed material, photographs and videos necessary to carry out the programme's communication activities.
- The managing authority, on behalf of the Monitoring Committee and other programme promoters at national level, has the right to use the results of the project to ensure wide dissemination of the project outputs and results and to make them available to the public.

## Target Audience

The target group of the IN 4.0 project communication plan is made up of the following audience:

### Priority audiences

- SMEs in the naval sector
- Professionals in the naval sector
- Research centres and technology providers
- Sectoral associations
- Universities

### Secondary audiences

- Public Administrations
- Media
- General Citizenship

Each of them has been identified according to its degree of relevance and orientation to the project activities.

### Priority audiences

The business environment and research centres are the priority audiences for the project actions.

SMEs in the naval sector

Workers belonging to the SMEs of the maritime sector of the regions participating in the project, who will receive the various training actions.

Professionals from the naval sector

The main audience of the project will be the maritime SMEs of the regions participating in the project. As a secondary audience within the SMEs, other SMEs in the technology sector could also benefit from the project actions.

Research centres and technology providers

The research centres and technology providers of the regions participating in the project will be the main targets as entities that can facilitate the transfer processes in the SMEs of the sector.

Sectoral Associations

Sectoral associations (naval, ICT, etc.) belonging to the regions participating in

the project will be main targets as entities likely to facilitate transfer processes in SMEs in the sector.

### Universities

University students with degrees related to the whole cycle of design, production and sales of the naval sector who are willing to put into practice the knowledge acquired in the field of 4.0 industry technologies, resulting from the project activities implemented in the different regions that make up IN 4.0.

## Secondary audiences

### Public Administrations

The regional administrations involved in the fields of action of the project will also be recipients of some of the actions, with the aim of ensuring the permanence of the formulas tested in its context.

### Media

The media will also be part of the target audience: agencies, newspapers, magazines, radio, television and Internet media (online newspapers, blogs, ...). Priority will be given to the media in the project's action areas, which may or may not specialise in the topic. Secondly it will be disseminated to other media outside the areas of action of the project.

### General Citizenship

The actions are aimed at the entire population of the project's territories, men and women of all ages, the elderly, adults and young people.

### Scope of action

The IN 4.0 project is mainly located in the territories within the Atlantic Area, so these will be the areas of action on which communication interests must be focused. Specifically, the countries and regions are:

- The western part of the United Kingdom.
- The north and the westernmost part of southern Spain.
- The west of France.
- Ireland.
- Portugal.

The project partners represent the five countries mentioned above.



## Communication strategy

The communication strategy refers to the way in which the dissemination actions conceived in this Plan should be carried out and as a result of it. The strategy designed for IN 4.0 is defined as **active or comprehensive**, covering the entire project execution cycle, from its launch phase to its closure and presentation of results.

A coordinated and cohesive strategy will be elaborated under common guiding principles, where the divulgation lines to be implemented will be intimately linked to the actions of the project. Therefore, a joint and coordinated communication strategy will be developed under the clear premise of optimization of resources and efforts in order to provide efficacy and efficiency in the management of the resources provided to this communication chapter of the project.

In this regard, the strategy will be guided from a mixed media approach:

- on the one hand, **focused on the digital**, with emphasis on the development of social networks and other digital content,
- **advertising in conventional media** or other types of actions that will be reserved for certain concrete actions and that have as their purpose a massive or global campaign approach,
- on the other hand, supported above all in relations with the **media and target public in general**, through the organization of events.

It is therefore a customized and approachable strategy.

## Communication style

The communication to be carried out will use a close, careful, precise and direct style. **Simplicity** will be sought **to facilitate comprehension**.

In communications directly aimed at the priority public, and taking into account the territory, the English language will be used. Communication through social networks will also be managed in **Spanish**. For the contents of the website, the inclusion of English and Spanish will be provided.

### Message

IN 4.0 is a project in which a large number of entities of a different nature participate, located in different territories. The homogeneity of the messages and the unity of the communication strategy therefore plays a fundamental role in guaranteeing its success.

In order to elaborate the message, it is important to contextualize the project so that the message becomes more relevant, notorious and effective. The campaign will be aimed at highlighting and communicating the activities that will be carried out within the framework of the IN 4.0 project.

Considering the communication parameters already defined for the present strategy (objectives, audiences and fields of action), the next step in the development of the IN 4.0 Communication Plan is to design a message that connects with the target audience.

In this regard, in the process of designing the IN 4.0 "message" it is fundamental to understand the value it represents for the addressees.

In this way, the following aspects are identified:

#### Emotional aspects

These refer to the subjective aspects that each person values and seeks to find in the project.

- The roots of the sector, its tradition.
- Importance of the sector.
- Competitiveness.
- Specialized training.

It is precisely on these aspects that the " brand values " are built in order to connect with the target audience. So, on this basis, the following main values will be associated with the IN 4.0 project:

- Modernity.
- Innovation.
- Technology.
- Efficiency.
- Progress.

The brand values will be associated with all the actions that will be carried out within the framework of IN 4.0, always thinking of them when choosing the means, designs and, in short, the care and detail in all the informative actions that will be developed.



## Positioning

According to the following proposed scheme, we can position IN 4.0 as follows:

IN 4.0 is	a project led by the County Council of Pontevedra together with 9 partners from the European territory, co-financed through the INTERREG Atlantic Area 2014-2020 Programme.
which offers	solutions to respond to the challenges of the actors involved in the areas of innovation and competitiveness, resources, environment and cultural assets, reducing therefore the existing regional disparities
due to	ensuring the resilience of this sector in an increasingly demanding market, where technological innovation is a key factor of strategic advantage
in order to	solve the need to adapt the traditional production model of Atlantic Area maritime SMEs to Industry 4.0.

## Claim

With the aim of adopting a message that reflects the actions that will be carried out in the project and that considers the values and positioning of IN 4.0, the following sentence is proposed:

**“Connecting naval intelligence”**



### **“Cooperation to connect naval intelligence”**

This message must be developed in conjunction with the logo in all communication actions carried out.

As a second message to be developed in designs and communications, work will be done to highlight the technological impact of the project. Specifically, the following sub-message will be used:

### **“Driving innovation in the naval sector”**

This set of messages will explicitly appear in the publicity developed through the graphic design of creative pieces.

### Creative strategy

The creative strategy defines the visual aspect of the project. The design of the corporate identity for IN 4.0 is presented below:



The creative strategy is the summary of the message and its combination through graphics. Taking as a starting point the essence of the project, through design we wanted to unite the technological with the maritime.

As stated in the corporate visual identity manual, the regulations regarding the use of the IN 4.0 logo is defined as a linked brand, so under no circumstance may the project logo appear alone, but it must be accompanied.

### Plan de medios y acciones

The action plan of the IN 4.0 project includes the information and publicity measures that will be implemented during the temporary scope of the project, in order to publicise the project activities and contribute to the communication objectives.

Each of these actions are designed taking into account the overall budget available to carry out the communication actions. Below are the actions organised around the five global dimensions of communication designed by the technical assistance (EOSA), which are:

- Communication Management
- Corporate Communication
- Internal communicationz
- External communication
- Public Relations and Cabinet

#### Communication Management.

The first of the actions to be implemented is contained in this task of communication management, which precisely fits into the planning of communication and the definition of the communication plan. Among the tasks to be developed within this dimension are:

- The definition of the plan.
- The monitoring of actions defined in the plan.
- Evaluation of results.

Under corporate communication is outlined the branding work or brand creation. As the first measure that will define the identity of the project the design of the logo or image of the project will be developed, which will enable the creation of an unique and representative image of IN 4.0 and will serve as a guide for the entire graphic design.

This image should reflect the values of the project and permit the coexistence with the brands and logos of the programme.

After the definition of the identity, the "Corporate Identity Manual" and the "Corporate Applications" will be elaborated.

Under the corporate communication, a series of deliverable materials will also be assumed, that will respond in a comprehensive way to global needs and will bring a higher level of notoriety and visibility to the project.

Regarding the materials to be designed and printed in order to disseminate the information of the project and make its dissemination, it is foreseen the elaboration of:

- Brochures on general information about the project.
- Plotters for conferences, seminars and/or meetings.
- IN 4.0 promotional video for project launching (Already presented in the Launching Day of the project held in November 2017).
- Audiovisual pieces by project partners (Act. 2.3). As defined in the approved proposal, partners will produce 4 videos between 2 and 5 minutes long, each of them subtitled in the other languages of the project, with the following forecast:
  - BPN. December 2018
  - Forum Oceano. June 2019
  - U. Strathclyde. December 2019
  - BPN. June 2020
- Final videos of project results (Act. 3.3). As defined in the approved project proposal, the results of the project will be disseminated through the following videos:
  - Video training: DEPO. November 2019
  - Video counseling: U. Strathclyde. February 2020
- Promotional material (merchandising): document holder folder, notebook, cloth backpacks, stand for presence at fairs...for the promotion of the project.

In the abovementioned materials, the reference to the Interreg Atlantic Area logo must also be included, which must appear on all communication materials (printed or digital), studies, manuals, presentations, promotional material, etc. The Atlantic Area logo already guarantees recognition of EU support and ERDF co-financing.

The management of internal communication is an important factor in order to ensure the homogeneity and correct development of the communication strategy in the different areas of action of the project. In this way, communication will be articulated through internal meetings, telephone-mail-Skype contact and the setting up of an internal documentary system for the partners so as to guarantee the information flow.

### External communication

#### Email marketing

Digital bulletins will be produced every five months, where, in addition to information about the news and activities of the project, information of interest will be introduced on the subject addressed by the project. The bulletin (newsletters Act. 2.3) will follow the following structure:

- News of the project.
- Summaries of activities and events.
- Upcoming activities and events.
- Images.
- Links to social networks and videos from the IN 4.0 project.

As described in the approved project proposal, the partners must produce 5 bulletins of a maximum length of 6 pages in the 4 languages of the project, responding to the following preparation forecast:

- BPN. October 2018
- ILC. March 2019
- FMV. August 2019
- Forum Oceano. January 2020
- HSSMI. June 2020

In order to be close to the target audience and to offer information through new communication channels, a strategy will be developed through the Internet and social networks in the following platforms among the dissemination actions designed:

## Specialised technical publications (Act. 2.3)

As described in the approved project proposal, partners must produce 3 specialised technical publications in the 4 languages of the project. The format will be agreed in the coming months with the support and experience of the partners, as well as contact with their contacts in specialized media:

- Aclunaga. June 2019
- EMC2. January 2019
- U. Strathclyde. June 2020

## Website

### Social Networks:

**Facebook | Twitter | YouTube | LinkedIn**

## Website

The IN 4.0 project has a static website, merely informative, hosted within the domain of the County Council of Pontevedra: <http://www.in40.depo.gal>



It is proposed to carry out a web redesign with the aim of reinforcing, both at the content and at the visual level, the current web, with detailed and updated description of the action programme and its development, locations of the activities, incorporation of web analytics, etc.

This online space will act as a communicative point of reference between IN 4.0 and the different audiences defined in the previous sections. From this site you will be able to access all the information available on the net about the project. It will be a page in the languages of the different project partners: Spanish, Galician, English, Portuguese and French.

The website will contain a contact form as well as a section to discuss regional policy, the operational programme, and everything related to the operations themselves supported through the funds and a section for good practices of co-financed activities.

As guides for the development of this site, the corporate colour will be enhanced, audiovisual resources will be implemented and the focus will be on a very visual aspect that attracts different target audiences.



## Social Networking

In order to be close to the target audience and to offer information through new communication channels, among the communication actions designed a strategy will be developed through the Internet and social networks:

### Facebook Fan Page

Monthly content will be created with the aim of being disseminated in the Fan Page of the County Council of Pontevedra (@DeputacionPontevedra). This content will have a frequency of two monthly publications. Updates may follow the following scheme:

CONTENT 1	CONTENT 2
General information about the project, event or scheduled activity	News / video related to IN 4.0 or to the naval – ICT sector of the territory of action

Similarly, the management of the Facebook space should have the inclusion of advertising to encourage the capture of "likes", and achieve breadth and visibility of the project among the Facebook community.

It should be noted that the management of this account will be the responsibility of the project leader, in this case, the County Council of Pontevedra.

### Twitter

As in the case of Facebook, through the official account of the County Council of Pontevedra (@depo\_es), content will be dynamic, on a monthly basis, in this case about 4-5 tweets. The updates will fit into the scheme previously proposed:

Information on the project will be given in small doses, accompanying and feeding the network with other types of content, such as:

The strategy should take into account the definition of different hashtags (#IN40, #INTERREG, #Interreg, #EuropeanCooperation, #competitiveness, #ICT #maritime #innovation,) which enable a traceability of the conversations and scope generated.

It is proposed the conduction of a **web traffic campaign against the basis of the project's internship programme** in order to strengthen recruitment. This campaign will last three weeks and will contemplate the design of specific creativities.

### LinkedIn

LinkedIn is a social community mainly oriented to companies, businesses and

employment. Therefore, the content to be published on the professional page of the County Council of Pontevedra will serve as a bridge of communication with the university world, one of the target audiences of the project IN 4.0, in addition to supporting its dissemination among professionals in the sector with the aim of supporting companies to transform the industry.

The frequency of publication will respond to a monthly content relating to events / activities to be held in the framework of the project as well as training grants offered to the university environment.

It is proposed to conduct a **campaign on LinkedIn Ads with promoted content** to publicise the project's internship programme and thus strengthen recruitment. This campaign will have a recommended duration of three weeks and will envisage the design of specific creativities.

### YouTube Channel

In the YouTube channel of the County Council of Pontevedra the videos elaborated throughout the execution of the project can be uploaded.

The content load in this channel will have a specific frequency.

**\*\*NOTE:** The contents to be shared in social networks will be in two languages, **Galician and English**.

## Actions and schedule

Once presented the tools to make the communication strategy of the project known, this is the proposed detail of actions and materials:

Activity/Event	CORPORATE COMMUNICATION		EXTERNAL COMMUNICATION						PUBLIC RELATIONS	
	Promotional Material	Newsletter	Marketing				Internet		Cabinet	
			Publicity		Radio	Social Networks	Web	Social Network contents	Press Release	Press Call
			Written Press	Digital Press						
Launching Day	X			X				X	X	
Press conference to launch the campaign to recruit new trainees		X	X	X	X	X	X	X	X	X
Intersectoral Communication Forum	X	X					X	X	X	
International Validation Workshop	X	X		X		X	X	X	X	
Pilot project dissemination		X	X	X		X	X	X	X	
Networking with involved actors or stakeholders		X		X		X	X	X	X	
Closing Day	X	X		X	X	X	X	X	X	X
Participation in sector exhibitions	X	X							X	

## Public Relations and Cabinet

### Communication Cabinet

The implementation of the project communication will be articulated through a communication cabinet that will transfer information to the media on a regular basis about the main activities of the project. Its work will be carried out through the preparation of press releases and press conferences to be held according to the progress of the project or its needs.

The elaboration of press releases will respond to a quarterly frequency, with the possibility to be greater in the case of accompanying the previous and later dissemination of the programmed events.

The work of the cabinet will be coordinated/validated by the communication cabinet of the County Council of Pontevedra.

During all the cabinet work carried out for the project, a follow-up of the results and clipping report of the notes sent to measure the impact in the media will be elaborated.

### Events

IN 4.0 envisages the celebration of two main public events: an initial one (already held in November 2017 in Vigo) and a closing one in which the results achieved in each of the regions of the project will be presented in July 2020.

It will be of interest to have experts in both aspects of the project. It will also be very appropriate to include other related Interreg experiences. This closing event aims to disseminate 4.0 technologies adapted as a factor of innovation and competitiveness in SMEs in the repair and shipbuilding sector. It will be a meeting point and networking that promotes cooperation between the technology sectors and shipbuilding and repair industry.

Participating entities, organisations and institutions linked to the project actions will be invited to these events, as well as the main target groups of the communication plan.

For the two main events (presentation and closure) there will be an advertising campaign **in written and digital press** at local and EU level aimed at entities, networks, platforms and press through invitations, announcements and press releases, with the collaboration of all partners under the coordination of the County Council of Pontevedra. **Parallel campaigns will also be carried out on Facebook**, a social network that will allow us to segment the public mainly by geographical location and interests.

These events should be celebrated in **interesting and symbolic locations of the project**. They will suppose communicative moments of great interest and high capacity of dissemination reason why they will be carefully detailed and programmed.

In addition to these two main events of the project, during the execution of IN 4.0 the celebration of the following four activities is foreseen:

- Press conference to launch the campaign to recruit new trainees

With the aim of strengthening the recruitment of university profiles with degrees related to the entire cycle of design, production and sales in the naval sector who wish to put into practice the knowledge acquired in the field of technologies in the industry 4.0, the call for a press conference is proposed. The requirements to take part of this training programme will be presented and made known.

A representative of the County Council of Pontevedra will be responsible for such action, which will be carried out in the facilities of the County Council.

**This action will be supported by advertising campaigns in Social Ads and written + digital press.**

**>>The estimated date of celebration will be the month of September/October 2018.**

- Intersectoral Collaboration Forum (activity 6.5)

This meeting aims to facilitate the exchange of ideas and experiences between companies from sectors that have already added their production models to the 4.0 industry and SMEs and sectoral agents of the shipbuilding industry. It aims to be a networking point that promotes cooperation and the transfer of good practices during the process of technological modernization from other sectors.

The forum will focus on SMEs in the repair and shipbuilding sector, SMEs and companies from other pioneering sectors in adapting to industry 4.0 (automotive, aerospace, food, etc.), technology companies, public entities and the general public interested.

**>>The celebration date will be September 2019.**

- International validation workshop (activity 4.4)

This workshop aims to validate the results achieved in the IN 4.0 project up to the moment of the event, presenting the experience of the naval sector companies that have participated in the project to be shared and discussed with agents and sector experts, as well as other stakeholders of interest. It will be a capitalization point of the results, from the project to the whole naval sector of

the Atlantic Area.

Its target audience will be SMEs from the repair and shipbuilding sector, technology companies, companies from other pioneering sectors in adapting to the 4.0 industry (automotive sector, aerospace, food, etc.), experts in 4.0 industry processes, public entities and the interested public in general.

>>The celebration date will be **February 2019**.

- Dissemination of the pilot project (activity 7.5)

The dissemination day of pilot projects developed in Spain will focus on obtaining the maximum dissemination throughout the sector at a transnational level, becoming reference projects for other SMEs to estimate their growth potential after adapting to the 4.0 industry model, as well as knowing the procedures and steps to follow to undertake this transformation.

It will be aimed at SMEs in the repair and shipbuilding sector, universities, research and technology centers, technology companies, public entities and the general public interested, as well as all stakeholders of interest.

>>The celebration date will be **May 2020**.

- Networking with stakeholders (activity 2.5)

This meeting aims to encourage the participation of all types of agents along the value chain of the repair and shipbuilding sector, as well as the technology sector, other sectors that may be a driving force for the modernization of the shipbuilding sector, technology experts, etc., so as to create a communication network between them and help the continuity of the dialogue created throughout the project.

Its target audience will be SMEs in the repair and shipbuilding sector, universities, research and technology centres, technology companies, public entities and the interested public in general, as well as all stakeholders of interest.

>>The celebration date will be **October 2018**.

### Participation in exhibitions

In order to increase the visibility of the project, it is proposed to participate in promotional fairs/events of the naval sector. A series of proposals are presented below:

- **NAVALIA: International Shipbuilding Exhibition**

A reference for the naval sector with the presence of companies and delegations from countries all over the world.

- **MARITIME2020**

The event brings together senior executives, industry leaders and government representatives from all maritime areas, including shipowners, shipbuilders, ports and terminals to present their views and expertise on the most critical issues.

This event brings diverse perspectives ranging from global market trends to fuel solutions and innovation in the maritime industry.

- **METS TRADE Show**

Mets in Amsterdam, The Netherlands, is the first European trade fair for equipment, materials, systems and services for the maritime industry. Distributors, distributors, retailers, wholesalers and representatives from the shipbuilding, repair and design sectors come together at Mets to learn about new and approved marine products. Mets is an event for professionals only.



## SCHEDULE

CORPORATE COMMUNICATION	
	Corporate identity
	Corporate identity Manual and applications
	Promotional material
	Promotional video of IN 4.0 project launching
	Promotional videos with IN 4.0 project results (Act. 3.3)
	Audiovisual pieces by partners (Act. 2.3)

EXTERNAL COMMUNICATION	
	Digital Newsletters (Act. 2.3)
	Specialised publications by partners (Act.2.3)
	Website
	Facebook
	Twitter
	LinkedIn
	YouTube
PUBLICIDAD	
	Written Press
	Digital Press
	Radio
	Social Ads
	- LinkedIn
	- Facebook

2017	2018				2019				2020			
4	1	2	3	4	1	2	3	4	1	2	3	4


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(\*3) The uploading of videos to the channel depends on their availability by the partners.

## Map of Responsibilities

The entities responsible for carrying out each of the planned activities are listed below.

AREA	ACTIONS	Responsible
1.COMMUNICATION DIRECTION	<b>STRATEGIC PLANNING</b>	
	1. Communication Plan	County Council of Pontevedra
	2. Communication Plan Development and Monitoring	County Council of Pontevedra
2. CORPORATE COMMUNICATION	<b>2.1. CORPORATE IDENTITY</b>	
	1. Corporate identity	County Council of Pontevedra
	2. Visual identity Manual and Applications	County Council of Pontevedra
	3. Promotional material (merchandising)	County Council of Pontevedra / Partners
	4. Initial and final video	County Council of Pontevedra / Partners
	5. Micro videos	Partners
3. INTERNAL COMMUNICATION	1. Meetings	Partners
4. EXTERNAL COMMUNICATION	<b>4.1. MARKETING</b>	
	1. Transnational Demonstration Centre (7 locations)	Partners
	2. Mailing	County Council of Pontevedra / Partners
	3. Newsletter	County Council of Pontevedra

#### 4.2. PUBLICITY

1. Written + digital Press	County Council of Pontevedra
2. Radio	County Council of Pontevedra
3. Social Ads	County Council of Pontevedra

#### 4.3. INTERNET & SOCIAL NETWORKS

1. Web	County Council of Pontevedra
2. Facebook	County Council of Pontevedra
3. Twitter	County Council of Pontevedra
4. LinkedIn	County Council of Pontevedra
5. YouTube	County Council of Pontevedra

### 5. RR.PP.

#### 5.1. PUBLIC RELATIONS & CABINET

1. Press Releases	County Council of Pontevedra
2. Press conference traineesprogramme	County Council of Pontevedra
5. Final Press Clipping	County Council of Pontevedra

#### 5.2. EVENTS MANAGEMENT

1. Launching Day	County Council of Pontevedra
2. Closing Day	BPN / County Council of Pontevedra

3. Intersectoral Collaboration Forum	County Council of Pontevedra
4. International Validation Workshop	County Council of Pontevedra
5. Pilot project Dissemination	County Council of Pontevedra
6. Networking with involved actors	County Council of Pontevedra
7. Participation in exhibitions	County Council of Pontevedra / Partners

## Indicators

All the information and publicity actions carried out in the project are subject to a monitoring mechanism based on indicators, which will be periodically updated.

The following indicators have been identified for the purpose of monitoring and evaluating the degree to which the objectives have been met:

ACTIVITIES	PERFORMANCE INDICATORS	AMOUNT	RESULT INDICATORS	AMOUNT
<b>0. PROJECT DEVELOPMENT</b>	Number of Communication Plans	1		
	Number of logos and Identity Manuals	1		
<b>1. ACTIVITIES AND PUBLIC EVENTS</b>	Number of dissemination events	3	No. of attendees to the events	200
	Number of Seminars / Workshops	4	Number of attendees to seminars and workshops	200
<b>2. MEDIA DISSEMINATION</b>	Number of promotional videos	2	No. of appearances in the media	30
	Number of micro-videos	9	Number of online and offline media appearances	100
	Number of social profiles created	4*	Number of advertising impacts	100.000
	Number of Facebook publications	56	Number of video views	600
	Number of tweets	224	Number of Facebook "likes"	90
	Number of YouTube videos	11	Number of Twitter followers	90
			Number of tweets marked as favorites	60
			Number of Twitter mentions	30
			Number of LinkedIn "likes"	28

ACTIVITIES	PERFORMANCE INDICATORS	AMOUNT	RESULT INDICATORS	AMOUNT
			Number of LinkedIn publications	1095
3. PUBLICATIONS CONDUCTED	Number of Press Releases	9		
4. INFORMACIÓN A TRAVÉS DE LA PÁGINA WEB	Number of webs	1	Number of visits to the website	12.000
	Number of newsletters	6		

## Evaluation

A final evaluation of the strategy implemented in this project for the period 2018-2020 will be carried out within the framework of the Communication Plan. The results will be collected and presented in a report which should at least indicate the degree of visibility of IN 4.0 as well as the role played by the EU.

The evaluation aims to measure the success of the execution and the efficiency in the achievement of the defined objectives, and will make possible the identification of improvements on the strategy.

The degree of visibility and awareness of the project in the addressees will be evaluated through the following actions:

- Assessment of the information obtained through online questionnaires and/or delivered in project events (designed to analyze the degree of relevance, effectiveness and clarity of the information provided).
- Statistics of visit and use of the web page.
- Quantification of established communication indicators.
- Assessment through % of success of the results of monitoring and control in terms of compliance with advertising obligations.



