

PROJECT COMMUNICATION PLAN

AGROFFICIENCY

"Enhancing the Competitiveness and Sustainable Growth in the Agrofood Sector through the promotion of Circular Economy"

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

Table of Contents

Introduction.....	5
Project Overview.....	5
Project Objectives.....	7
General Communication Strategy.....	8
Communication Strategy.....	8
Communication Objectives.....	9
Communication Principles.....	10
Target Audiences.....	11
General Criteria.....	11
Target Groups.....	12
Communication Channels & Activities.....	13
Communication Activities.....	13
Deliverable 2.2 Project’s Promotion via Internet & Social Media.....	13
Responsibilities for Deliverable 2.2.....	14
Deliverable 2.3 Dissemination Material.....	14
Responsibilities for Deliverable 2.3.....	14
Deliverable 2.4 Project’s Events.....	15
Responsibilities for Deliverable 2.4.....	15
Deliverable 2.5 Project’s Publications.....	16
Responsibilities for Deliverable 2.5.....	17
Communication Channels – Tools.....	18
Project Logo.....	18
Project Website.....	19
Project Social Media.....	19
Information and Advertising Materials.....	20
Newsletters.....	21
Digital Press Releases.....	22
Traditional Press Releases.....	22
Radio Spots.....	22

Banners	23
Leaflets - Brochures.....	23
Events	24
Multimedia Material	26
Responsibilities for Delivering Activities	27
Timeline – Human Resources	29
Financial Resources	32
Monitoring & Evaluation.....	36
Website Traffic	36
Stakeholder Feedback – Event Evaluation.....	37
Media Monitoring.....	37
Media Analysis	37
Social Media Monitoring.....	37
Measurement Units – Target Values	38
Communication Objectives Evaluation	39
Communication Milestones.....	40
Visual Identity.....	40
Logo Use	40
Visual Identity General Principles.....	42
Leaflets – Brochures – Flyers	42
Stationary Sets – Letterheads – Envelopes – Business Cards – Folders	43
Event Material – Posters – Banners – Roll-up – Stands	43
Newsletters – Press Releases – Publications – Announcements	44
Radio Spots.....	44
Promo Video.....	44
Promotional Items.....	45
Photos.....	45
Internal Communication	45
Communication Flow within the Partnership.....	45
Internal Communication Objectives.....	47

AGROFFICIENCY: Project Communication Plan

Internal Communication Tools.....	48
Annex 1: Event Planning Checklist	48
Before the event.....	48
During the event.....	49
After the event.....	49
Annex 2: Event Script.....	50
Annex 3: Event Participant List	53
Annex 4: Event Participant Evaluation Form	53
Annex 5: Event Agenda	55
Annex 6: Relevant Communication Documents	55

Figures

Figure 1 AGROFFICIENCY's Information Flow.....	46
Figure 2 AGROFFICIENCY's Reverse Information Flow	47

Images

Image 1 Standard Logo	18
Image 2 Greyscale Logo.....	18

Tables

Table 1: Beneficiaries' Responsibilities.....	29
Table 2: Communication Human Resources	31
Table 3 Man-days Needed for each WP 2 Deliverable	31
Table 4 WP2 Timeline.....	32
Table 5 LB's WP2 Budget Allocation.....	34
Table 6 PB2's WP2 Budget Allocation.....	34
Table 7 PB3's WP2 Budget Allocation	35
Table 8 PB4's WP2 Budget Allocation.....	35
Table 9 PB5's WP2 Budget Allocation	36
Table 10 Measurement Units and Target Values for the Evaluation and Monitoring of the Communication Tools.....	38
Table 11 Communication Objectives Measurement Units and Target Values	40
Table 12 Communication Milestones.....	40
Table 13 Logo Sizes.....	41
Table 14 Event Script - Contact Details Mockup.....	50
Table 15 Event Script - Networking Dinner - date Mockup	50
Table 16 Event Script - Conference - date Mockup.....	52

Introduction

Project Overview

The programme area is part of the most southeastern, non-insular area of the EU. Agricultural development is one of the most significant issues in the area, as a great portion of its population is actively engaged in the industry, defining the wider agri-food sector as the heaviest industry in the region.

The cornerstone of agricultural development lies in integrating contemporary techniques in the industry's operational processes to improve the agricultural sector's overall productivity and the wider ecosystem. The CB area is blessed with rich natural resources and fertile, rural areas that show the great potential of exploitation, establishing the wider agri-food value chain as the most promising opportunity regarding the area's economic and social development.

Every region in the area has its strengths and weaknesses. Thessaloniki is an extremely industrialized. There are numerous research centers and chambers with an established network of contacts and members. Bulgaria, lacks on the above mentioned but can offer a direct and much needed new market, the market of Black Sea, as well as great know-how on ICT technologies. All regions across the border share the same microclimate and natural resources and exhibit great scientific and socio-economic potential. However, the area lacks a support mechanism to help the agricultural sector thrive and the local and/or potential SMEs develop. Common-joint problems, common assets and complementary capacity create a breeding ground and a direct need for cooperation and joint confrontation of the problem. SMEs lack contemporary business tools to develop their operation and prosper. In addition, there is a plethora of funding opportunities from either public or private sources that local SMEs could take advantage of, but are left untapped due to lack of relevant information.

Another problem the area faces due to the lack of a support mechanism is the limited access to contacts necessary for the promotion of products, sharing ideas, learning,

AGROFFICIENCY: Project Communication Plan

and exchanging technical expertise. Entrepreneurs think about starting new business ventures without necessarily having the proper knowledge and professional background needed to ensure their feasibility. This is why many businesses fail to attract investors and survive. Moreover, technology takes giant leaps, but SMEs in the CB area are greatly inadequate of operational digitalization resulting in little to none digital tool integration. AGROFFICIENCY aims to improve support services offered in the CB area by creating a One-Stop-Shop business support center (BSC) that will work in an incubator-like model for the newly established and potential SMEs. This center is going to provide the necessary training, mentoring, one to one consulting and networking during the project's implementation period, giving the means and opportunity to local agri-food SMEs to develop their business tools, generate new ideas, and equip them with all the necessary know-how, properly manage, communicate and plan their operations, while creating a competitive advantage that will make them more enticing to investors.

Moreover, the BSC will educate them on cost efficiency strategies and methodologies and promote the integration of Circular Economy and Contemporary Logistics in their operations. The BSC intends to follow a cooperation-based approach by acting as a bridge between the two countries and promoting innovation in the agriculture sector and its wider value chain, by promoting the value of information exchange and stimulate collaboration and synergies between the end-users of the two countries.

The innovative character of the project lies on the fact that it aims to offer a holistic set of services that will be complementary and result in a cohesive result, which is the direct support of newly established SMEs. Its focus on businesses operating in the agri-food chain and its wider ecosystem contributes to its innovative side. The main target group is the local newly established and potential SMEs, since they need holistic and effective support and guidance. Through the project they will be greatly benefited since they will acquire access to a safe environment, which will provide them the necessary knowledge, cost-effective strategies and contacts, helping them lay strong foundations in order to survive and prosper. The Project Beneficiaries will also benefit by the programme, by

further enriching their portfolios and services and building strong synergies with each other.

Project Objectives

The project's Overall Objective (OO) is to enhance support offered to established and newly established small and medium-sized enterprises (SMEs) of the Cross Border (CB) Agri-food sector. A project's Overall Objective is a long-term objective that concerns a widespread problem and cannot be achieved solely by the project. The project, aims to contribute to the attainment of the Overall Objective, by comprehending a very targeted group of its fundamental pillars.

Specific Objective (SO) is a short-term goal that can and should be achieved by the project's implementation. AGROFFICIENCY's Specific Objective is to offer holistic support to 9 Agri-food SMEs in the CB area, by the end of the project. The correlation between the project's Specific Objective and Overall Objective is the fact that the accomplishment of the first contributes to the achievement of the latter. The project's Specific Objective is to be achieved by creating a one-stop-shop support mechanism and more specifically a Business Support Center (BSC). The project offers a holistic solution to all CB area entrepreneurship problems that mainly concern shortage of know-how, best practices, knowledge and information regarding investment tools, missed opportunities, lack of contacts and inadequate skills of HR.

The implementation of the project will result in Agri-food SMEs and their wider ecosystem, to survive and prosper, as they will have the means and opportunity to develop their operations, beyond their borders. The scope of establishing a BSC is to encourage and facilitate the entrance of potential SMEs in the market and to assist existing SMEs to progress, by offering them concrete solutions to bottlenecks that influence their strategies and business decisions. Those solutions will regard the modernization and sustainability of their business models and operations, by incorporating and promoting initiatives regarding the Green Deal and contemporary

Logistics. CB collaboration will create added value to the Agri-food and RES sectors and will contribute to achieving operational optimization.

General Communication Strategy

Communication Strategy

Project communication is a key element for its success. A well-planned and implemented Communication Strategy is very important as it not only disseminates the project's message effectively, but also helps it to instantly reach the stakeholders that primarily benefit from it, as well as promote the project in national and regional level. PPs in the project preparation stages, designed a well-structured and adequate Communication Package, which includes all necessary deliverables that will ensure the most effective dissemination.

PB4 will be the Lead of the Communication & Dissemination WP as it is the most qualified beneficiary. PB4 has vast experience in CB cooperation programmes, and therefore, they are more than qualified to apply this cumulated know-how on the coordination and implementation of this WP. First and foremost, the project will be communicated by using a calculated media mix in order to target efficiently all interested parties.

To be more specific, since there are multiple target audiences, the PPs aim to use both traditional as well as contemporary dissemination methods. Therefore, the media mix will include the creation of the project's website, social media accounts which will be regularly updated throughout the project, newsletters, as well as physical events. Particularly, the physical events will include the Opening and Closing Conferences, as well as two Info Days. Both Info Days will present the opportunities that the project offers to its target audiences and underline its main objectives and outputs. Apart from the promotional material created for every physical event, each PP will have additional material to distribute locally, whereas PB4 will produce a promotional video, in order to fully depict and communicate the project's results.

Finally, the Communication Strategy will be completed in the final month of the project's implementation period, when the PPs will create and publish a Summary Study of the project's overall results. Overall, the time sequence of each dissemination activity is clearly portrayed in the project's Timeline, in which they are placed before the corresponding project activities in order to achieve maximum impact.

Communication Objectives

The general objectives of the Communication and Dissemination activities are awareness, transparency, equal opportunities and non-discrimination, in order to highlight 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, to ensure transparency as far as access to the Funds is concerned and ensure accessibility as far as visibility implementation is concerned. Moreover, the implementation of the information and communication strategy will ensure that all results achieved will be disseminated widely and capitalized by policy makers and stakeholders in the programme area.

In order to maximize the impact of the communication activities, they need to be timely, the information used need to be accurate, the right audiences should be targeted, messaged should be focused and personalized according to the interests of the target audiences and the activities should be appropriate in terms of resources spent and expected impact.

AGROFFICIENCY's specific communication and dissemination objectives are:

1. To ensure that all potential project beneficiaries are duly aware of the project and the ways they can benefit from it.
2. To ensure that all potential project beneficiaries are duly aware of the roles of each Project Beneficiary within the partnership.
3. To ensure that the general population is aware of the EU and the Cooperation Programme Interreg V-A Greece – Bulgaria 2014-2020 concrete support to the

local, cross-border communities, as well as their attribution to the enhancement of SME entrepreneurship in the area.

4. To raise awareness regarding the Circular Economy and the ways its practices can be integrated in the production processes of SMEs in the agrofood value chain.
5. To ensure wide involvement of the project stakeholders, in the projects activities.
6. To provide proper visibility and promotion through relevant media at local and national level in both countries.

Communication Principles

To make communication effective, few principles or guidelines of communication are defined and should be followed. Those principles are:

1. **Transparency:** All communication carried out in the project will be as transparent as possible.
2. **Consistency:** The messages delivered about the project, their results and outcomes will be clear and consistent and designed to be easily comprehended.
3. **Simplicity:** The tone of communication should be simple and easy to understand.
4. **Targeted:** In order to maximize impact, the communication efforts carried out will be targeted to its relevant target audience as identified for the individual circumstances and specific messages.
5. **Cooperation:** All work package leaders and members are encouraged to take an active role in ensuring that the in the project is accessible to relevant national stakeholders and media.
6. **Interactivity:** The project will develop two-ways communication with its target audiences, will take into account their opinions and feedback, and will try to incorporate it in the project implementation, if relevant.

7. **Tangible and relatable:** Using visual means such as infographics, videos and photo material to facilitate better understanding of the project.

Target Audiences

In order to communicate effectively, target audiences should be clearly identified. Depending on the objectives of the project, relevant target groups potentially interested or affected by the project results, shall be identified and addressed by a variety of activities, whose compliance will be proven by the following analysis.

General Criteria

1. **Location:** The project's target groups are located in the cross-border area of Greece and Bulgaria and specifically to the regions of Thessaloniki, Serres, Drama, Kavala, Xanthi, Rodopi, Evros, Blagoevgrad, Smolyan, Kardjali and Haskovo.
2. **Gender:** The project is addressed to both genders. AGROFFICIENCY is consistent with the equality between men and women principle. Even though the scope of the project is not to express equality between the two genders, it fully adopts supports and endorses this principle. Gender equality will be maintained in every level of this project, by making sure that every Work Package that directly benefits individuals or businesses also operates having in mind the same principle.
3. **Years of Activity:** The project is addressed to newly established SMEs as its end-users, therefore, the years that an enterprise has been active is a key criterion on defining the target groups.
4. **Sector of Activity:** The project focuses on the agrofood sector and its wider value chain ecosystem. Therefore, the target group has to be directly active and linked to this field.
5. **Enterprise size:** The project is reaching out to very small, small and medium enterprises. Therefore,
6. **Needs:** The needs of the target group should be fulfilled by the set of services and support the project has to offers, as it is trying to deliver value to the end-users.

Target Groups

The project target group is divided to two subcategories the primary and secondary target groups. The primary target group consists from "key players" with high influence, involvement and interest to the project, whereas the secondary target group consists from audience with lower influence and engagement.

1. **Small and Medium Enterprises**

The primary target group is the local newly established and potential SMEs, which operate in the broad value chain of agrofood industry in the cross-border area, since they need holistic and effective support and guidance. Through the project they will be greatly benefited since they will acquire access to a safe environment, which will provide them the necessary knowledge, cost-effective strategies and contacts, helping them lay strong foundations in order to survive and prosper.

On the other hand, there are other stakeholders that may not directly benefit from the project outputs, however they have interests on its results. Those stakeholders constitute the secondary target group.

– **Policy Makers**

Policy makers on different levels, from local and regional to national and international. Hold decisive power in the process of implementing or upscaling supportive services towards entrepreneurs, as their decisions and recommendations form the basis for development and breakthroughs. Their willingness to provide new solutions is essential on not only the project's implementation but also its continuity and sustainability.

– **Press and Media**

The Press and Media group represents an important stakeholder group as they play a key role in shaping public opinion and informing the public about new initiatives and projects. Press and Media are also the channels through which the

AGROFFICIENCY: Project Communication Plan

project will communicate how EU funding contributes to the stimulation of entrepreneurship and sectoral development. They can assist communication wise and provide personal relations opportunities.

Communication Channels & Activities

Communication Activities

The partnership shall implement the communication and publicity activities and measures of the project, in accordance with the programme's Information and Publicity Guidelines. All beneficiaries are going to have a very active role in the communication and dissemination activities, however, in order to facilitate an efficient and decentralized internal operation model, Project Beneficiary 4 will be Work Package 2 Leader. Project Beneficiary 4's role apart from implementing part of the communication and dissemination activities, will be to coordinate the beneficiaries involved to the implementation of the Work Package 2, in order to achieve an efficient and smooth result.

The main activities that will take place during the project implementation regarding its dissemination are the following:

Deliverable 2.2 Project's Promotion via Internet & Social Media

This deliverable includes the project's website and social media accounts creation, as well as their continuous update throughout the project's implementation. The purpose of the website is to convey specific, helpful information to AGROFFICIENCY's potential end users, that will entice and appeal to them, so as to participate on the project's pilot activities, but also to communicate the project's results and outcomes during the implementation period. In conjunction with the website, the project's social media accounts will add to the communicational range, while encouraging the end users' engagement and opening a direct communication channel between the project and the potential end beneficiaries.

Responsibilities for Deliverable 2.2

- **Lead Beneficiary:** will create the Website and Social Media Accounts through an External Affiliate and coordination and monitoring of Website and Social Media Accounts during the project's implementation by Technical Staff.
- **Project Beneficiary 4:** will create material regarding news, events etc. and upload it to the Website, in order to keep it up-to-date throughout the project's implementation, using Administrative Staff.
- **Project Beneficiary 5:** will create material regarding news, events and circular economy innovations for the broad agrofood sector, and upload it to the Social Media Accounts of the project, in order to keep them up-to-date throughout the project's implementation, using Administrative Staff.

Deliverable 2.3 Dissemination Material

This deliverable consists of two sub-deliverables a) Information and Advertising Materials and b) AGROFFICIENCY Promotional Video.

a) Information and Advertising Material

It includes all necessary dissemination material that each Project Beneficiary will maintain on their headquarters for distribution to stakeholders.

b) AGROFFICIENCY Promotional Video

The promotional video will summarize the project's activities, outputs and results, in order to be presented in the Closing Conference, but also to be posted on the project's website and social media accounts, to attract traction and stimulate the demand for its continuity.

Responsibilities for Deliverable 2.3

- **Project Beneficiary 4:** will be responsible for the realization of the whole Deliverable 2.3. To be more specific, PB4 will produce the information and advertising material, including preprint and print of 1000 leaflets, 5 Banners, 500 folders and 500 USBs, through and External Affiliate, while they will be

AGROFFICIENCY: Project Communication Plan

responsible for the elaboration of the AGROFFICIENCY Promotional Video with professional video recording, audio, editing, subtitles in English, Greek and Bulgarian, special effects etc.

Deliverable 2.4 Project's Events

This deliverable includes the organization and implementation of all project's dissemination events. There will be four project events, an Opening Conference, an Info Day for Businesses in the Agrofood Value Chain, an Info Day for Logistic Stakeholders, and a Closing Conference. All Project Beneficiaries will participate in the Opening and Closing Conferences, however their implementation will be allocated in specific Beneficiaries. In particular, in the Opening Conference the Partnership will jointly present the project objectives and the activities that will take place during the implementation stages, while in the Closing Conference they will present the project's outputs and results. The Info days and their agenda will be highly specialized to cater to each different target audience, one regarding the Agri-food Value Chain Businesses and a second one regarding the Logistic Stakeholders. This way every special target audience will be fully informed about the programme and how they can benefit from it. The two info days will be held to raise awareness for the project and promote it in the area, and engage local SMEs, to participate in the project's activities.

Responsibilities for Deliverable 2.4

- **Lead Beneficiary:** will be responsible for the organization of the Closing Conference for 150 people. In this context, the LB will have to produce 150 folders each including a notebook, a pen and a brochure, a roll-up banner, and provide coffee break for 150 people, lunch break for 20 people, while publishing two radio spots and two press releases regarding the event. An External Event Planner on behalf of the LB will implement those actions.
- **Project Beneficiary 2:** will be responsible for the organization of the Info Day for Businesses in the Agrofood Value Chain for 50 people. In this context, the PB2

AGROFFICIENCY: Project Communication Plan

will have to produce 50 folders each including a notebook, a pen and a brochure, a roll-up banner, and provide coffee break for 50 people, while publishing two radio spots and two press releases regarding the event. An External Event Planner on behalf of the PB2 will implement those actions.

- **Project Beneficiary 3:** will be responsible for the organization of the Info Day for Logistic Stakeholders for 50 people. In this context, the PB3 will have to produce 50 folders each including a notebook, a pen and a brochure, a roll-up banner, and provide coffee break for 50 people, while publishing two radio spots and two press releases regarding the event. An External Event Planner on behalf of the PB3 will implement those actions.
- **Project Beneficiary 4:** will be responsible for the organization of the Opening Conference for 60 people. In this context, the PB4 will have to produce 60 folders each including a notebook, a pen and a brochure, a roll-up banner, and provide coffee break for 60 people, and lunch break for 20 people, while publishing two radio spots and two press releases regarding the event. An External Event Planner on behalf of the PB4 will implement those actions.

Deliverable 2.5 Project's Publications

This deliverable consists of two sub-deliverables a) Project's Visual Identity and b) Project's Results Publication.

1. Project's Visual Identity

Every project has a story to tell. Creation, management, activity; it is all done for a reason. To tell a story and make themselves known, a project first needs to develop its own identity. It governs the positioning, operation and strategies of the organization and influences decisions. Visual Identity adds more depth and gives the target audience something to remember the project by. Creating a strong visual identity will benefit AGROFFICIENCY by getting awareness, establishing a bond of trust and reliability with the end

users and last but certainly not least by being cost effective by optimizing its budget allocation, as there will not be a need for constant graphic reinvention

2. Project's Results Publications

The Project's Results Publication will communicate all AGROFFICIENCY's achievements. It will essentially be a summary of all project's activities and the outputs and results directly linked to them, in order to not only present them to the public, but also leave behind as legacy the interlink and methodology followed that was the means of achieving the desirable results. Moreover, supplementary to the Project's Results Publications booklet, some Beneficiaries will realize some complementary dissemination action, in order to communicate the project's results to the public. More specifically, those actions regard four press releases to local media, 12 publications to printed and electronic media, four radio spots in regional and national media including 30 broadcastings per spot and six e-Newsletters.

Responsibilities for Deliverable 2.5

- **Project Beneficiary 2:** will be responsible for publishing four press releases to local media.
- **Project Beneficiary 3:** will be responsible for publishing the Project's Results Publications Booklet.
- **Project Beneficiary 4:** will be responsible for publishing eight publications to printed and electronic media, four radio spots in regional and national media including 30 broadcastings per spot and creating the project's visual identity.
- **Project Beneficiary 5:** will be responsible for six publications to printed and electronic media and six e-Newsletters.

Communication Channels – Tools

The communication tools were selected taking into account the details of advantages of particular tools (media, advertising, events, etc.) in the local context, and in the context of covering the relevant cross-border area. The project is going to develop an integrated publicity and communication strategy incorporating the actions carried out by the project beneficiaries with a purpose of promoting the project objectives and disseminating its results. The identified target audiences above will be addressed through following tools:

Project Logo

The project will enable its visual identity by using the logo created according the instructions of the Joint Secretariat. The project consortium decided to go with the Combined Version of the project logo additional to the Interreg logo.



Image 1 Standard Logo



Image 2 Greyscale Logo

All Project Beneficiaries should use the project logo, in the above form, without cropping it in any way. The logo must always be visible and put in a prominent place. The appearance of the logo varies greatly according to the media it is used in. Therefore, minimum logo sizes for print, screen and video are specified. The logo should not be used in any size smaller than the smallest logo size, which is 38,1mm.

Project Website

The project website is the key source of up-to-date information, it describes the project, it outlines the objectives and areas of interventions and it indicates necessary contact details. All relevant documentation and information about future public events will be available. The list of beneficiaries and the amount of public funding allocated will as well be published through the website.

The website will have a news section (newsletter, events forecast, and press releases), where the newsletters will be placed and become available on the website. The homepage will contain a list of links to other useful websites as well. Moreover, the website will have a category under which one will be able to find the project's main deliverables (surveys, strategies, studies, platform, etc.), which should also be available for download, it will be in compliance with the General Data Protection Regulation (GDPR) and last but not least it will refer to the Cooperation Programme and the EU co-funding.

Project Social Media

97% of online adults aged 16-64 have visited or used a social network within the last month. Internet users have average of seven social media accounts. More than half of online adults (56%) use more than one of the five mainstream social media platforms (Facebook, Twitter, Instagram, Pinterest and LinkedIn). AGROFFICIENCY will focus on the two most used and appropriate social media networks, according to the target groups, which are Facebook and Twitter.

– Facebook

Facebook active users as of the September of 2021 were 2,85 billion (11,7% increase per year). There are 1,9 billion mobile daily active users. 4,75 billion pieces of content are shared daily. In Europe there are 410 million users. The most common group is 30 to 49 (77%). The highest traffic ratio occurs mid-week between 9am-1 pm.

AGROFFICIENCY: Project Communication Plan

The Facebook page can offer to the project the opportunity to engage with a general audience in a more informal manner and will make the project visible in the general public. It is aimed at other Facebook users and so should follow Facebook 'rules'.

The consortium must try to differentiate the project among similar project pages. The content must be adapted to the needs of the target groups. Videos, quizzes, images, stories, summaries must be posted at least two-three times per week.

– Twitter

Twitter's information network has grown at a fast pace, with over 353 million registered users (June 2021). As of May 2021, 21% of online adults use Twitter. The largest population of Twitter users is in the 25 – 34 age group, followed by the 35 – 49 age group. The project's Twitter account can be used for several objectives including: announcing new publications or events, encouraging discussion with other Twitter users, etc.

Information and Advertising Materials

Information and Advertising Materials, as mentioned above, regard leaflets, folders, USBs and banners that will be located to project beneficiaries' headquarters and will be distributed by the partnership to stakeholders and interested parties. The leaflets and all material in general will satisfy all the requirements mentioned in the Information and Publicity Guidebook for Final Beneficiaries and will receive the approval of the Joint Secretariat.

Leaflets, brochures and flyers should contain at least the following;

- The Interreg project logo.
- The textual reference to the sources of financing "The Project is co-funded by the European Regional Development Fund (ERDF) and by

AGROFFICIENCY: Project Communication Plan

national funds of the countries participating in the Interreg V-A “Greece-Bulgaria 2014-2020” Cooperation Programme” with the flags of EU and the two participating countries.

- The disclaimer “The contents of this publication 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”.
- The link to the project website.
- All leaflets, brochures, flyers produced in the framework of a project may be bilingual (EN/EL and/or EN/BG) or trilingual (EN/EL/BG). In any case, the existence of the material in English, which is the official language of the Programme, is mandatory.

Stationary Sets should contain at least the following;

- The Interreg project logo.
- The textual reference to the sources of financing.

For the production of posters the partnership will use the online Poster Development Tool provided by the Programme.

Newsletters

Project news and results must circulate in the forms of newsletters in various mailing lists. In specified time intervals, all beneficiaries will be asked to provide a number of contacts. Mailing lists of different projects, other projects, stakeholders, media partners, regional/national/EU officials must be created. Contacts must be shared. Newsletters and articles in digital form must be sent in regular timeframes to all members of the consortium as well as external stakeholders – target groups. All newsletters will be drafted according to a preset template created in the Project’s Visual Identity that will satisfy all the

AGROFFICIENCY: Project Communication Plan

requirements mentioned in the Information and Publicity Guidebook for Final Beneficiaries and will receive the approval of the Joint Secretariat.

- The newsletters may be mailed in electronic form or be posted on the project's website. The newsletter should contain at least the following;
- The Interreg project logo.
- The textual reference to the sources of financing “The Project is co-funded by the European Regional Development Fund (ERDF) and by national funds of the countries participating in the Interreg V-A “Greece-Bulgaria 2014-2020” Cooperation Programme” with the flags of EU and the two participating countries.
- The disclaimer “The contents of this publication 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”.
- The link to the project website.

Digital Press Releases

Digital press releases should follow the implementation of major pilot events; they will be prepared and distributed to digital press.

Traditional Press Releases

Traditional press releases should also follow the implementation of major pilot events; they will be prepared and distributed to traditional press.

Radio Spots

Each radio message/ spot should refer to the sources of financing: “The Project is co-funded by the European Regional Development Fund (ERDF) and by national funds of the countries participating in the Interreg V-A “Greece-Bulgaria

2014-2020” Cooperation Programme”. The Project beneficiaries will consult the JS Communication Officer beforehand for guidance.

Banners

All banners should contain at least the following:

- The Interreg project logo.
- The textual reference to the sources of financing “The Project is co-funded by the European Regional Development Fund (ERDF) and by national funds of the countries participating in the Interreg V-A “Greece-Bulgaria 2014-2020” Cooperation Programme” with the flags of EU and the two participating countries.
- The link to the project website.

Leaflets - Brochures

Brochures will contain general information about the project, summarizing the activities, the funding, the project beneficiaries, the duration of the project etc. The target groups of brochures are mainly the businesses of the broad agrofood value chain, but also the secondary target groups. They aim at encouraging a wide participation in the project, as well as helping to spread information about the project. The content of brochures will be developed by the external contractors selected through public procedures in cooperation with project beneficiaries.

Leaflets, brochures and flyers should contain at least the following;

- The Interreg project logo.
- The textual reference to the sources of financing “The Project is co-funded by the European Regional Development Fund (ERDF) and by national funds of the countries participating in the Interreg V-A “Greece-

AGROFFICIENCY: Project Communication Plan

Bulgaria 2014-2020" Cooperation Programme" with the flags of EU and the two participating countries.

- The disclaimer "The contents of this publication 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".
- The link to the project website.
- All leaflets, brochures, flyers produced in the framework of a project may be bilingual (EN/EL and/or EN/BG) or trilingual (EN/EL/BG). In any case, the existence of the material in English, which is the official language of the Programme, is mandatory.

Events

– **Opening Conference**

The objectives of the Opening Conference are to disseminate the goals of the project and familiarize the target groups with the project 's values, to create awareness around the project, present the potential ways the target groups can be benefited by joining in the project's pilot activities and to present the implementation milestones.

– **Info Day for Businesses in the Agrofood Value Chain**

The objective of the Info Day for Businesses in the Agrofood Value Chain is to inform businesses about the future project activities so that they can actively participate in them. The wide participation to these actions will increase the project's chances of success. All material that will be produced for the purpose of these events will follow the guidelines of the Information and Publicity Guide for Final Beneficiaries and will receive the approval of the Joint Secretariat.

– **Info Day for Logistic Stakeholders**

AGROFFICIENCY: Project Communication Plan

The objective of the Info Day for Logistic Stakeholders is to inform the audience about the future project activities so that they can actively participate in them. The wide participation to these actions will increase the project's chances of success. All material that will be produced for the purpose of these events will follow the guidelines of the Information and Publicity Guide for Final Beneficiaries and will receive the approval of the Joint Secretariat.

– Closing Conference

The objectives of the Closing Conference are to disseminate the outputs and results of the project and present to the target groups the way EU contributed to their benefit, to create awareness around the ways all joining stakeholders benefited by the project's outputs, and to present the milestones achieved.

The Project Beneficiaries must inform in advance (at least 10 days before the set date) both the Communication Officer and the Project Officer about the any event related to the Project's activities. The Interreg project logo, as well as the reference to the sources of financing (The project is co-funded by the European Regional Development Fund and by national funds of the countries participating in the Programme.) should appear on all documents, publications, presentations, or other materials made available during the event.

In addition, a separate .pdf file should be prepared for each event including the following information:

- The invitation
- The agenda
- The announcements (press releases), published prior and after the event

- Pictures from the event (respecting the GDPR)
- Links and/or print screens to available press publications
- Presentations of the event
- The event participant lists
- The event participant evaluation forms

Multimedia Material

A video spot will be developed, which will summarize the project's activities, outputs and results, in order to be presented in the Closing Conference, but also to be posted on the project's website and social media accounts, to attract traction and stimulate the demand for its continuity.

The video should be kept short (total duration 2-3 minutes) and its message should be clear to the audience. When producing the video, project beneficiaries will use simple storytelling techniques, and interviews/testimonies of people benefiting directly from the project. Last but not least, the video should be in compliance with the General Data Protection Regulation (GDPR).

The video should contain at least the following:

- The Interreg project logo.
- The textual reference to the sources of financing "The Project is co-funded by the European Regional Development Fund (ERDF) and by national funds of the countries participating in the Interreg V-A "Greece-Bulgaria 2014-2020" Cooperation Programme" with the flags of EU and the two participating countries.

NOTE: the video should be produced in English, which is the official language of the Programme. In case it is produced in the official language of one of the participating countries, the existence of English subtitles is mandatory.

Responsibilities for Delivering Activities

The communication activities mentioned above will be carried out in accordance with the approved project budget and justification of budget per each beneficiary. However, these activities will be not isolated actions by the project beneficiaries, but it will be carried in full coordination and cooperation among the beneficiaries. This action will be continuous activity carried with participation of all beneficiaries, with an aim of having maximal dissemination of useful information for the relevant stakeholders, as well for the wider public.

The beneficiaries are deeply aware that the implementation of communication strategy is dynamic process, which also require updating and modification when the circumstances require modifications towards more efficient and effective implementation of the communication actions. The project is implemented in permanent development of the communication tools and media, particularly of the digital technology as consisting part of the modern communication. Therefore, the project beneficiaries will provide appropriate attention to the newest communication trends, like the role and importance to be present at the social media.

The following table maps out each beneficiary's responsibilities, their dependencies, as well as the deadlines they have to abide by:

Type of Activity	Beneficiary Responsibility	Target Group	Dependence	Deadline
Creation of Website and Social Media Accounts	LB	Primary & Secondary	Project's Communication Plan	October 2021
Update of Website and	LB, PB4 and PB5	Primary & Secondary	Creation of Website and	End of the Project

AGROFFICIENCY: Project Communication Plan

Social Media Accounts			Social Media Accounts	
Information and Advertising Materials	PB4	Primary	Project's Visual Identity	December 2021
AGROFFICIENCY Promotional Video	PB4	Primary & Secondary	WP5 Pilot Activities	One month before the implementation of the Closing Conference
Opening Conference	PB4	Primary & Secondary	Project's Visual Identity	January 2022
Info Day for Businesses in the Agri-food Value Chain	PB2	Primary	Project's Visual Identity	May 2022
Info Day for Logistic Stakeholders	PB3	Primary	Project's Visual Identity	May 2022
Closing Conference	LB	Primary & Secondary	WP5 Pilot Activities	April 2023
Project's Visual Identity	PB4	Primary & Secondary	Project's Communication Plan	October 2021
Project's Results	PB3	Primary & Secondary	WP5 Pilot Activities	One month before the implementation

Publication Booklet				of the Closing Conference
Project Results Publications - Press Releases	PB2	Primary & Secondary	WP5 Pilot Activities	One month before the implementation of the Closing Conference
Project Results Publications - Printed and Electronic Media	PB4 & PB5	Primary & Secondary	WP5 Pilot Activities	One month before the implementation of the Closing Conference
Project Results Publications - Radio Spots	PB4	Primary & Secondary	WP5 Pilot Activities	One month before the implementation of the Closing Conference
Project Results Publications - e-Newsletters	PB5	Primary & Secondary	WP5 Pilot Activities	One month before the implementation of the Closing Conference

Table 1: Beneficiaries' Responsibilities

Timeline – Human Resources

The project Communication Manager is appointed by Project Beneficiary 4 as they are Work Package 2 Leader. The project Communication Manager will be familiar with the basic principles of the project's communication strategy and will be responsible for

AGROFFICIENCY: Project Communication Plan

keeping updated the project's communication strategy. Moreover, their responsibilities shall include:

- Periodical reviews of the strategy's implementation and objective satisfaction
- Close cooperation with the LB's Project Manager, in order to ensure all WP2 deliverables are implemented and delivered on time, according the project timeline.
- Close monitoring of all WP2 deliverable progress and mitigation of occurring obstacles and problems.

Apart from the project Communication Manager, each project beneficiary has appointed a communication representative that will be responsible for facilitating the Communication Manager, in order to enable the smoothest WP2 implementation possible. The members of the management team responsible for communication activities of the project are as seen on the table below:

Project Beneficiary	Name and Surname	Organization	Email	Phone Number
LB	Theopoula Araidou	Chamber Of Small & Medium Sized Industries Of Thessaloniki	sme-industry@veth.gov.gr	+302310241383
PB2	Vasilios Siomadis	Small Enterprises' Institute Of The Hellenic Confederation Of Professionals Craftsmen And Merchants	siomadisvasilis@gmail.com	+302108846852

AGROFFICIENCY: Project Communication Plan

PB3	Dimitrios Vlachos	Greek Association Of Supply Chain Management	vlachos1@auth.gr	+30 2310 567910
PB4	Hristo Stoitsov	Regional Chamber Of Commerce And Industry - Blagoevgrad	hristo.stoitsov@gmail.com	+359 899 117 455
PB5	Rumyana Popova	Renewable Energy Sources Cluster	res_cluster@abv.bg	+359896 671867

Table 2: Communication Human Resources

Deliverable	Man-days Needed
2.1 Project Communication Plan	22
2.2.1 Project's Website	548
2.2.2 Project's Social Media Pages	546
2.3.1 Information & Advertising Materials	46
2.3.2 "Agroefficiency" Promotional Video	28
2.4.1 Opening Conference	30
2.4.2 Info Day for Businesses in the Agrifood Value Chain	31
2.4.3 Info Day for Logistic Stakeholders	31
2.4.4 Public Final Event (Closing Conference)	30
2.5.1 Project's Result Publication	31
2.5.2 Project's Visual Identity	19

Table 3 Man-days Needed for each WP 2 Deliverable

Deliverable	1st Reporting Period	2nd Reporting Period	3rd Reporting Period	4th Reporting Period	5th Reporting Period

2.1 Project Communication Plan					
2.2.1 Project's Website					
2.2.2 Project's Social Media Pages					
2.3.1 Information & Advertising Materials					
2.3.2 "Agrofficiency" Promotional Video					
2.4.1 Opening Conference					
2.4.2 Info Day for Businesses in the Agrifood Value Chain					
2.4.3 Info Day for Logistic Stakeholders					
2.4.4 Public Final Event (Closing Conference)					
2.5.1 Project's Result Publication					
2.5.2 Project's Visual Identity					

Table 4 WP2 Timeline

Financial Resources

The budget for communication activities has been planned in the application phase as costs required for implementing of the Work Package 2 Communication & Dissemination. According to the revised application form during the project negotiation process, the

AGROFFICIENCY: Project Communication Plan

overall financial resources dedicated to the project communication actions, are 81.231,80 €, which is the 12,84% of the overall project budget, which is 632.306,26 €.

External Expertise and Services category occupy the largest part of the Financial Resources allocated to Work Package 2, while the smallest portion belongs to the Travel and Accommodation category. The Work Package 2 budget is allocated per beneficiary as follows:

Lead Beneficiary - Chamber of Small & Medium Sized Industries of Thessaloniki

Deliverable	Staff Costs	Office & Administration	Travel & Accommodation	External Expertise & Services	Total Amount
2.1.1 Project's Communication Plan	121,80 €	18,27 €	-	3.247,50 €	3.387,57 €
2.1.2 Project's Digital Media	4.628,40 €	694,26 €	-	4.416,60 €	9.739,26 €
2.1.4 Project Public Events	1.078,22 €	161,73 €	468,84 €	5.128,68 €	6.837,47 €
TOTAL	5.828,42 €	874,26 €	468,84 €	12.792,78 €	19.964,30 €

Table 5 LB's WP2 Budget Allocation

Project Beneficiary 2 - Small Enterprises' Institute of the Hellenic Confederation of Professionals Craftsmen and Merchants

Deliverable	Staff Costs	Office & Administration	Travel & Accommodation	External Expertise & Services	Total Amount
2.2.4 Project Public Events	2.880,00 €	408,00 €	620,00 €	4.000,00 €	7.908,00 €
2.2.5 Project's Publications	3.240,00 €	510,00 €	-	3.200,00 €	6.950,00 €
TOTAL	6.120,00 €	918,00 €	620,00 €	7.200,00 €	14.858,00 €

Table 6 PB2's WP2 Budget Allocation

Project Beneficiary 3 - Greek Association of Supply Chain Management

Deliverable	Staff Costs	Office & Administration	Travel & Accommodation	External Expertise & Services	Total Amount
2.3.4 Project Public Events	1.800,00 €	94,50 €	1.000,00 €	3.900,00 €	6.794,50 €
2.3.5 Project's Publications	1.800,00 €	90,00 €	-	2.800,00 €	4.690,00 €
TOTAL	3.600,00 €	184,50 €	1.000,00 €	6.700,00 €	11.484,50 €

Table 7 PB3's WP2 Budget Allocation

Project Beneficiary 4 - Regional Chamber of Commerce and Industry – Blagoevgrad

Deliverable	Staff Costs	Office & Administration	Travel & Accommodation	External Expertise & Services	Total Amount
2.4.1 Project's Communication Plan	5.400,00 €	540,00 €	-	-	5.940,00 €
2.4.2 Project's Digital Media	1.200,00 €	120,00 €	-	-	1.320,00 €
2.4.3 Dissemination Material	-	-	-	12.600,00 €	12.600,00 €
2.4.4 Project Public Events	-	-	855,00 €	5.500,00 €	6.355,00 €
2.3.5 Project's Publications	-	-	-	2.200,00 €	2.200,00 €
TOTAL	6.600,00 €	660,00 €	855,00 €	20.300,00 €	28.415,00 €

Table 8 PB4's WP2 Budget Allocation

Deliverable	Staff Costs	Office & Administration	Travel & Accommodation	External Expertise & Services	Total Amount
2.5.2 Project's Digital Media	1.800,00 €	180,00 €	-	-	1.980,00 €
2.5.4 Project Public Events	-	-	590,00 €	-	590,00 €
2.5.5 Project's Publications	-	-	-	2.700,00 €	2.700,00 €
TOTAL	1.800,00 €	180,00 €	590,00 €	2.700,00 €	5.270,00 €

Table 9 PB5's WP2 Budget Allocation

Monitoring & Evaluation

Ongoing evaluation and monitoring is a critical component of the communication strategy, helping to define measures of success based on the goals set and objectives. Evaluation of the process, outcomes and impact of communication and dissemination efforts is crucial. It will be used to improve the communication processes where needed based on the feedback received. Evaluating the communication activities also provides the opportunity to monitor the communication goals in terms of:

- Tracking any completed communication events, presentations etc.
- Track any solicited and/or unsolicited feedback coming from audiences or stakeholders.
- Track the development of interest in the evaluation from potentially new audiences or stakeholders that were not previously considered.

Website Traffic

Since the website is one of the most powerful communication tools of the project, website traffic monitoring will be conducted in a monthly basis. Number of visits, average page views per session, session duration, average time on page, top traffic sources, device sources, and interactions per visit are the metrics of most interest, alongside the visitors' geographical allocation.

Stakeholder Feedback – Event Evaluation

Surveys offer an effective way to measure the impact and the quality of communication activities. Surveys will be distributed to the participants at the end of each dissemination event. They will be in hard copy or digital format, depending on the way the events will be implemented (physical or digital) according to the pandemic restriction. The indicators will be categorized by quantitative and qualitative criteria as follows:

Quantitative Indicators:

- Attendance - number of participants
- Targeted stakeholders present
- Number of journalists
- Number of media referrals to the event
- Social media shares about the event and/or sharing its content

Qualitative Indicators:

- Operational excellence (clarity of messages, on-time performance, venue selection, audiovisual equipment, innovative tools used)
- Overall participant satisfaction (speakers' performance, content presented, topics covered)
- Willingness to participate in the next event

Media Monitoring

Media monitoring will be conducted on a monthly basis, in order to keep track on the project image projected by traditional and digital media. Numbers of articles circulated, newspaper referrals, interviews broadcasted etc. are some indicative ways to measure success.

Media Analysis

Media analysis relies on a more detailed look on media releases related with the project. There are two types of media analyses the qualitative and quantitative. The qualitative analysis monitors the type of media coverage (positive, negative, and neutral), the “real-estate” media dedicate to the project (small, detailed articles etc.), while the quantitative analysis monitors the volume of press coverage such as the number of articles, the number of project referrals to the press etc.)

Social Media Monitoring

It is crucial to evaluate the social media tools' performance. Monitoring trends in social media can help better understand interests, awareness and knowledge level or potential misunderstandings from discussions about the project. There is a large variety of free

AGROFFICIENCY: Project Communication Plan

tools available that can help with monitoring efforts, as well as paid services that offer more comprehensive monitoring capabilities. Facebook has a built in module dedicated to metric monitoring called “Facebook Insights” and the beneficiaries should consult it and keep records of content engagement and reach. Similar records can be monitored for the Twitter account by using “Twitter Analytics”. Metrics can be used to help focus and improve communication efforts. For social media, these can include growth, number of followers, traffic driven back to the page, reach, content performance, and user interaction and engagement.

Measurement Units – Target Values

Communication Tool	Measurement Unit	Target Value
Project Website	– Website Metrics	Website Traffic
Project Social Media	– Number of Social Media Accounts – Social Media Metrics	1 Facebook Account 1 Twitter Account Social Media Monitoring
Information & Advertising Material	– Number of leaflets produced – Number of USBs produced – Number of banners produced – Number of folders produced – Number of notebooks produced – Number of pens produced	1000 Leaflets 500 USBs 5 Banners 500 Folders 310 Notebooks 310 Pens
Newsletters	– Number of Newsletters published	6 e-Newsletters
Press Releases	– Number of Press Releases published – Number of Media Publications	12 Press Releases 14 Media Publications
Radio Spots	– Number of Radio Spots published – Number of Radio Spots Broadcastings	12 Radio Spots 30 Broadcastings
Banners	– Number of Banners Produced	4 Roll-Up Banners
Leaflets – Brochures	– Number of leaflets and brochures produced	310 Brochures
Events	– Number of events – Number of Participants per event – Participant Evaluation Forms – Event Participant Lists	4 Events Deliverable 2.4 Project’s Events Stakeholder Feedback – Event Evaluation 4 Event Participant Lists
Multimedia Material	– Number of Promo Videos produced	1 Promo Video

Table 10 Measurement Units and Target Values for the Evaluation and Monitoring of the Communication Tools

Communication Objectives Evaluation

Communication Objective	Measurement Units	Target Values
To ensure that all potential project beneficiaries are duly aware of the project and the ways they can benefit from it.	<ul style="list-style-type: none"> – Website Metrics – Social Media Metrics – Press Releases published – Radio Spots published – Newsletters published – Events Implemented – Leaflets – brochures produced 	Website Traffic Social Media Monitoring 12 Press Releases 6 e-Newsletters 12 Radio Spots 4 Events 1000 Leaflets 310 Brochures
To ensure that all potential project beneficiaries are duly aware of the roles of each Project Beneficiary within the partnership.	<ul style="list-style-type: none"> – Website Metrics – Social Media Metrics – Press Releases published – Radio Spots published – Newsletters published – Events Implemented – Leaflets – brochures produced 	Website Traffic Social Media Monitoring 12 Press Releases 6 e-Newsletters 12 Radio Spots 4 Events 1000 Leaflets 310 Brochures
To ensure that the general population is aware of the EU and the Cooperation Programme Interreg V-A Greece – Bulgaria 2014-2020 concrete support to the local, cross-border communities, as well as their attribution to the enhancement of SME entrepreneurship in the area.	<ul style="list-style-type: none"> – Website Metrics – Social Media Metrics – Press Releases published – Radio Spots published – Newsletters published – Events Implemented – Promo Videos Published – Leaflets – brochures produced 	Website Traffic Social Media Monitoring 12 Press Releases 6 e-Newsletters 12 Radio Spots 4 Events 1 Promo Video 1000 Leaflets 310 Brochures
To raise awareness regarding the Circular Economy and the ways its practices can be integrated in the production processes of SMEs in the agrofood value chain.	<ul style="list-style-type: none"> – Events regarding Circular Economy 	1 Info Day
To ensure wide involvement of the project stakeholders, in the projects activities.	<ul style="list-style-type: none"> – Event Participation Lists 	4 Event Participation Lists
To provide proper visibility and promotion through relevant media at local and national level in both countries.	<ul style="list-style-type: none"> – Website Metrics – Social Media Metrics – Radio Spots published – Radio Spots Broadcastings – Press Releases published 	Website Traffic Social Media Monitoring 12 Radio Spots 30 Radio Spots Broadcastings 12 Press Releases

	– Media Publications published	14 Media Publications
--	--------------------------------	-----------------------

Table 11 Communication Objectives Measurement Units and Target Values

Communication Milestones

Reporting Period	Milestones
1 st Reporting Period	-
2 nd Reporting Period	2.1 Project Communication Plan 2.2.1 Project's Website (website creation) 2.2.2 Project's Social Media Pages (social media pages creation) 2.3.1 Information & Advertising Materials 2.5.2 Project's Visual Identity
3 rd Reporting Period	2.4.1 Opening Conference 2.4.2 Info Day for Businesses in the Agrifood Value Chain 2.4.3 Info Day for Logistic Stakeholders
4 th Reporting Period	-
5 th Reporting Period	2.2.1 Project's Website 2.2.2 Project's Social Media Pages 2.3.2 "Agrofficiency" Promotional Video 2.4.4 Public Final Event (Closing Conference) 2.5.1 Project's Result Publication

Table 12 Communication Milestones

Visual Identity

The creation of a visual identity increases the project's visibility and recognition and it includes the definition of symbols, formats, colors and other elements of a brand signature such as a logo. The details of the AGROFFICIENCY logo have been analyzed on the section "[Project Logo](#)". Moreover, the basic principles for the project's visual identity are as follows:

Logo Use

- Do not use any other typographic elements in addition to the logo on the same line.
- Do not distort, stretch, slant or modify the logo in any way.
- Do not cut the logo.
- Do not rotate the logo.
- Do not separate the flag form the logo or otherwise change the composition of the logo elements. They are invariable.
- Do not use outlines around the logo.

- Do not use the logo in body text. Instead, in body text just use the word Interreg and the project acronym Agrofficiency set in the font of the body text.
- Do not invert the logo or use the logo in any other color than the versions found on [“Project Logo”](#).
- Avoid colored backgrounds as much as possible. If the logo needs to be placed on a dark background, it has to be in a white rectangle, with its size matching at least the clear space¹. The best solution might be to create a vertical or a horizontal white banner in which to insert the logo.
- The appearance of the logo varies according to the media it is used on. Therefore, minimum sizes for print, screen and video are specified. The logo should not be used in any size smaller than the size specified in the table below

Media		Smallest Logo Width	Ideal Logo Width
Print A4 portrait	210*279 mm	38,1 mm	80,4 mm
Print A4 landscape	279*210 mm	38,1 mm	80,4 mm
Print A4 portrait	148*210 mm	38,1 mm	38,1 mm
Print Business Card	85*55 mm	35,1 mm	35,1 mm
Print Sign (plaque) portrait	Any large format (A2+)	Short side/6 mm	Short side / 5mm
Print Sign (plaque) landscape	Any large format (A2+)	Short side/6 mm	Short side / 5mm
Screen Smartphone	960*640 px	240 px	300 px
Screen Tablet	1024*768 px	240 px	300 px
Screen Laptop/Desktop	1920*1080 px 2560*1440 px	300 px	400 px
Powerpoint 16:9	254*142,88 mm	32,6 mm	68,8 mm
Video FullHD & HD	1920*1080 px 1280*720 px	300 px	400 px
Video SD	1050*576 px	240 px	300 px

Table 13 Logo Sizes

¹ Around the logo there must be a clear space of at least the height and the width of the letter “e” on the Interreg word as seen on the logo.

Visual Identity General Principles

- The programme name (Interreg V-A “Greece-Bulgaria 2014-2020” Cooperation Programme) has to be used correctly across all project documents.
- All project documents financed by the programme funds, have to have an explicit reference to EU contribution, including a reference to the relevant financing sources.
- All activities, such as events, equipment, publications, information and advertising material, digital material, articles, multimedia material, advertisements in print or digital media etc., financed from the programme’s funds have to be marked with the logo.
- The logo shall be used in all information and publicity material. This includes .doc, .pdf, 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 materials, at least emblems of and reference to the European Union must be provided.
- Project Beneficiaries must mark the website financed from the programme funds with the logo, and provide information on the content of the project, the beginning and end date of the project and the amount of the programme funds to be received.
- Project Beneficiaries must place the logo on documents and certificates that will be distributed during implementation or as a result of the project, to participants or to the public.
- Information and communication material such as publications, newsletters, brochures, pamphlets 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 front page, in introductory scene or picture, and also on the packaging.
- Project Beneficiaries are obliged to send any I&P material to the Communication Officer of the Joint Secretariat.

Leaflets – Brochures – Flyers

Leaflets, brochures and flyers should contain at least the following;

- The Interreg project logo.
- The textual reference to the sources of financing “The Project is co-funded by the European Regional Development Fund (ERDF) and by national funds of the countries participating in the Interreg V-A “Greece-Bulgaria 2014-2020”

AGROFFICIENCY: Project Communication Plan

Cooperation Programme” with the flags of EU and the two participating countries.

- The disclaimer “The contents of this publication 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”.
- The link to the project website.

All leaflets, brochures, flyers produced in the framework of a project may be bilingual (EN/EL and/or EN/BG) or trilingual (EN/EL/BG). In any case, the existence of the material in English, which is the official language of the Programme, is mandatory.

Stationary Sets – Letterheads – Envelopes – Business Cards – Folders

They should contain at least the following;

- The Interreg project logo.
- The textual reference to the sources of financing.

In case, it is impractical on small surfaces to use the Interreg logo and the textual reference to the sources of financing with the flags of EU and the two participating countries, the usage of the EU emblem only is expected.

Event Material – Posters – Banners – Roll-up – Stands

The beneficiaries who organize or participate in events such as conferences, fairs and exhibitions in the framework of co-funded operations, should contain at least the following on all event materials:

- The Interreg project logo.
- The textual reference to the sources of financing “The Project is co-funded by the European Regional Development Fund (ERDF) and by national funds of the countries participating in the Interreg V-A “Greece-Bulgaria 2014-2020” Cooperation Programme” with the flags of EU and the two participating countries.
- The link to the project website.

For the production of posters, the Programme provides Project Beneficiaries with an online Poster Development Tool, which the partnership will use in order to produce the necessary posters. On the fifth step of the Poster Development Tool, the beneficiaries

will have to choose the “economy” background, in order to keep up the consistency of all project posters.

Newsletters – Press Releases – Publications – Announcements

The newsletters may be mailed in electronic form or be posted on the project’s website. The newsletter should contain at least the following;

- The Interreg project logo.
- The textual reference to the sources of financing “The Project is co-funded by the European Regional Development Fund (ERDF) and by national funds of the countries participating in the Interreg V-A “Greece-Bulgaria 2014-2020” Cooperation Programme” with the flags of EU and the two participating countries.
- The disclaimer “The contents of this publication 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”.
- The link to the project website.

Radio Spots

Each radio message/ spot should at least make reference to the sources of financing: “The Project is co-funded by the European Regional Development Fund (ERDF) and by national funds of the countries participating in the Interreg V-A “Greece-Bulgaria 2014-2020” Cooperation Programme”.

In case the radio spot is transmitted in the official language of one of the participating countries, project beneficiaries are requested to consult the JS Communication Officer beforehand for translation related guidance.

Promo Video

The video should be kept short (total duration 2-3 minutes) and its message should be clear to the audience. When producing the video, project beneficiaries are advised to use simple storytelling techniques, and interviews/testimonies of people benefiting directly from the project. Finally yet importantly, the video should be in compliance with the General Data Protection Regulation (GDPR). The videos should contain at least the following:

- The Interreg project logo.
- The textual reference to the sources of financing “The Project is co-funded by the European Regional Development Fund (ERDF) and by national funds of the countries participating in the Interreg V-A “Greece-Bulgaria 2014-2020”

Cooperation Programme” with the flags of EU and the two participating countries.

Project promo video should be produced in English, which is the official language of the Programme. In case it is produced in the official language of one of the participating countries, the existence of English subtitles is mandatory.

Promotional Items

The promotional items should be clearly identified with the Interreg project logo. On certain promotional items (e.g. pens), where it is not possible to include all information, at least the EU flag should appear. Before taking any decision on the production of such items project beneficiaries are requested to consult the JS Communication Officer.

Photos

Beneficiaries who implement projects should take “before and after” pictures to document the progress of projects and relevant events. The pictures chosen should:

- be those which best illustrate the project
- contain, when possible, the project and programme logos in the background
- include a caption
- mention the name of the organization or person that owns the copyright alongside the picture comply with the General Data Protection Regulation (GDPR)

The JS may require from project beneficiaries to send electronically or by post duplicates of the photos.

Internal Communication

Internal communication makes sure that all beneficiaries speak on the same terms and basis while providing consistent and cohesive information. The internal communication strategy will ensure a constant and effective exchange and sharing of information between beneficiaries, as well as an efficient internal relations management of all the data generated by the project’s activities. Therefore, the objective of the project internal communication strategy is to develop appropriate communication activities and mechanisms for a smooth and effective communication exchange within the project partnership.

Communication Flow within the Partnership

The internal communication flow shall follow the principles described on the Project Management Handbook, which was included in the Phase 2 submission of the project

AGROFFICIENCY: Project Communication Plan

Application Form. However, the following graph displays the main information flow, as it should happen during the project implementation.

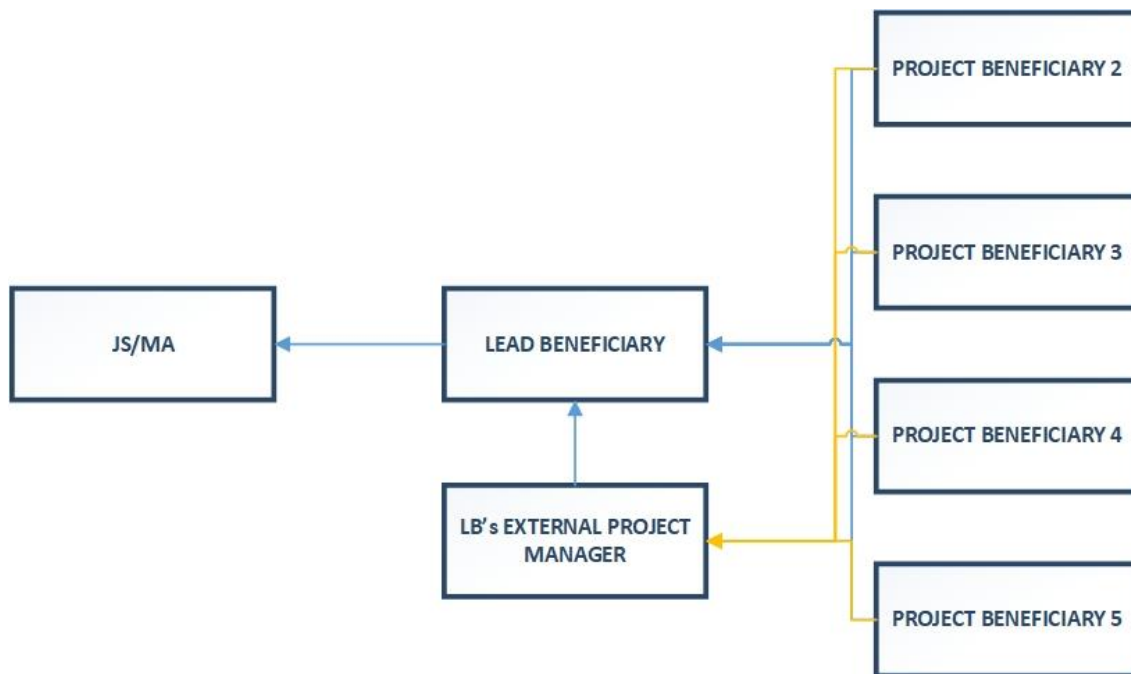


Figure 1 AGROFFICIENCY's Information Flow

As displayed on Figure 1 all Project Beneficiaries should keep informed **both** the Lead Beneficiary and Lead Beneficiary's External Project Manager about all data regarding the project, as well as questions, and requests addressed to the JS and/or the MA, **without overriding** the Lead Beneficiary and contacting the JS and/or the MA directly.

AGROFFICIENCY: Project Communication Plan

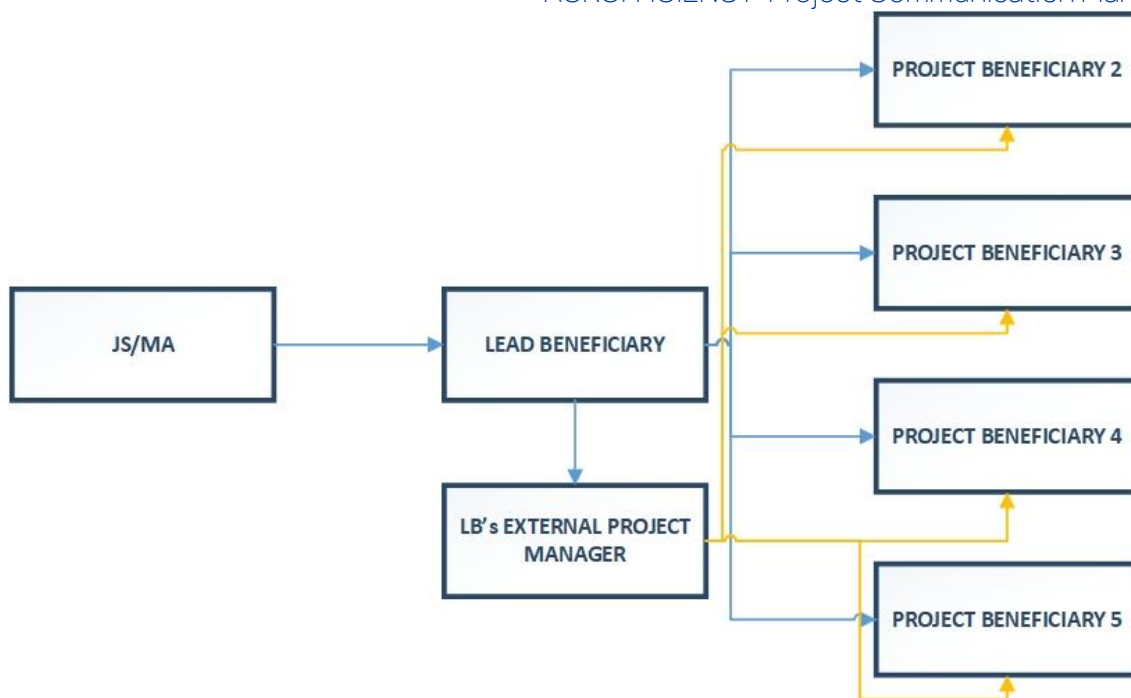


Figure 2 AGROFFICIENCY's Reverse Information Flow

Figure 2 demonstrates the reverse information flow, as the JS and the MA directly contact **only** the Lead Beneficiary, in order to provide support, guidance and information. The Lead Beneficiary shall in turn transfer this information to the rest of the beneficiaries, when required and to their external Project Manager, when the information fall into their jurisdiction.

Following the same principle, all Project Beneficiaries can directly contact the LB's external Project Manager, and in reverse, the external Project Manager can directly contact the Project Beneficiaries. However, the Lead Beneficiary should be informed about all contact between the consortium and the external Project Manager.

Internal Communication Objectives

The objectives to be achieved through the internal project communication are as follows:

- All beneficiaries have the same information about the project's progress, responsibilities, deadlines etc.
- There is a clear roadmap for consistent and cohesive communication between the partnership and all internal stakeholders.
- All beneficiaries are aware of their responsibilities and tasks.

Internal Communication Tools

The partnership has set in place a number of communication channels and tools, in order to ensure the most efficient information exchange. Those tools are the following:

– Steering Committee Meetings

There will be five meetings (physical or digital) that are going to be held for decisions to be made and action plans to be determined. Each of the Project Beneficiaries are going to host one meeting during the implementation of the project. The Kick-off meeting will have an introductory role regarding the first steps of the project implementation. The interim meetings will contribute to the period reporting, held according to the time plan, where beneficiaries will present their progress during the specific time period and discuss any possible challenges. Finally, the Close-out meeting will be held three months prior the project's ending, in order to assess the situation and status of the progress close to its completion.

– Teleconferences (via Skype and/or Zoom)

– E-mails

– Slack Workspace

– Dropbox (file sharing)

Annex 1: Event Planning Checklist

Before the event

1. Tasks are allocated to all organizers

- Invitations and registration
- Budgeting
- Welcoming Participants
- Venue, coffee breaks, catering
- Agenda
- Photographer
- Set up script or roadmap of all details of event
- Invitations sent out in time

2. Make a block reservation at a recommended accommodation, that is included in practical information for participants

3. Upon registration, participants receive a confirmation email with the final version of the agenda and practical information
4. All organizers are briefed to answer frequently asked questions
5. Speakers and the moderator are briefed
6. All presentations are compiled and checked
7. Check technical equipment

During the event

1. A reception desk is available for registration
 - Registration sheets
 - Name badges arranged in alphabetical order
 - Conference packs & promotional materials
 - Place labels and water are available for speakers
2. Conference room equipment is checked
 - Laptops with presentations
 - Multimedia projectors and screens
 - Cables and electricity sockets
 - Microphones, sound system and persons available for handing out microphones
 - Air conditioning and lights
3. Enough toilet facilities are available
4. There are recycle bins in the conference room
5. All activities comply with the publicity requirements

After the event

1. Event documents and photos are uploaded to the website of the project
2. Thank you notes sent to all participants and guests
3. Conclusions made based on feedback forms and debriefing

4. All costs and fees are taken care of

Annex 2: Event Script

Contact Details		
Name	Organization	Telephone Number
Floor Manager		
Contact Person Venue		
Moderator		
Speaker 1		
Speaker 2		
Etc.		

Table 14 Event Script - Contact Details Mockup

Networking dinner - date			
From	To	Activity	Who?
Monday	Afternoon	Prepare delegation maps and badges	
Monday	afternoon	Preparation of dinner area <ul style="list-style-type: none"> – Check table setting – Check VIP table & name cards – Check protocol 	
19:00	19:15	Arrival of guests and serving of aperitifs	All
19:30	19:40	Request guests to take their seats and point VIPs to their seat	All & VIPs seated by:
19:40	22:00	Dinner	

Table 15 Event Script - Networking Dinner - date Mockup

Conference - date			
From	To	Activity	Who?

Preparation			
07:00	08:45	<ul style="list-style-type: none"> – Set up roll-ups, banners, communication material etc. – Set up extra reception desk at entrance of conference room in case participants need guidance – Test audiovisual material: PowerPoint Presentations, YouTube Videos, microphones etc. – Install laptop and start presentations – Connect remote control for presentations 	All
Registration			
09:00	09:45	Registration of participants <ul style="list-style-type: none"> – Hand over delegation map and badges – Point participants to conference room 	2 hostesses will be present at desk from 08:00 – 12:00
09:40	09:45	Inform speakers that they will have to take their seats on stage after the introduction to: ..., so make sure they are seated in the front row (seats will be reserved): <ul style="list-style-type: none"> – Speaker 1 – Speaker 2 – Speaker 3 	<ul style="list-style-type: none"> – All: make sure your representative is informed of this – General note: all speakers need to sit in the front row – Make sure you inform your

			speakers/project representatives
Welcome and Introduction			
09:45	09:50	Short welcoming speech on practical information	Floor Manager
Opening speech			
09:50	10:00	Opening Speech	Floor Manager
Speaker 1 – Presentation			
10:00	10:10	General Introduction by speaker 1	Speaker 1
Speaker 2 – Presentation			
10:10	10:20	General Introduction by speaker 2	Speaker 2
Etcetera...			
Lunch			
12:20	13:35	Inform participants that lunch will be served in ...	Moderator
12:30	13:35	General Introduction by Speaker 2	All
Etcetera...			
Networking reception			
16:30	16:40	Closing of conference and invite people for the networking reception	Floor Manager / Moderator
16:45	17:00	Participants move to reception area	Assistance of all to make sure a smooth transition is secured
17:00	18:30	Networking reception	

Table 16 Event Script - Conference - date Mockup

Annex 3: Event Participant List



(Beneficiary's Logo) – *it should be smaller than the size of the EU flag*

Participant List

No.	Name	Organization	Position	Email	Phone Number	Signature
1	Participant 1					
2	Participant 2					
...	...					

The project is co-funded by the European Regional Development Fund and by national funds of the countries participating in the Programme

Annex 4: Event Participant Evaluation Form



Dear Participant,

Thank you for your participation to the “Event Name” in “Event Location”. We would appreciate if you could let us know your opinion about the event. Please, fill the one-minute-form below, rating each aspect of the event and leaving your suggestions. Thank you in advance for your precious input.

The AGROFFICIENCY Consortium

Name and Surname

Email Address

Event general evaluation

- 1 – very poor
- 2 – poor
- 3 – fair
- 4 – good
- 5 – excellent

Interest for the topic and contents

- 1 – none at all
- 2 – mild interest
- 3 – moderate interest
- 4 – strong interest
- 5 – extreme interest

Did you find the speeches interesting?

- 1 – not at all interesting
- 2 – slightly interesting
- 3 – moderately interesting
- 4 – very interesting
- 5 – extremely interesting

How do you feel about the following statement?

“I gained sufficient further knowledge on the topics after attending the event.”

- 1 – strongly disagree
- 2 – disagree
- 3 – neither agree nor disagree
- 4 – agree
- 5 – strongly agree

Quality of the venue

- 1 – very poor
- 2 – poor
- 3 – fair
- 4 – good
- 5 – excellent

How did you learn about the event?

- Mailing list
- Social media
- AGROFFICIENCY website
- Other

If you chose “Other”, please specify.

Suggestions or other remarks

The project is co-funded by the European Regional Development Fund and by national funds of the countries participating in the Programme

Annex 5: Event Agenda

(Beneficiary's Logo) *it should be smaller than the size of the EU flag*

AGENDA

08:30	REGISTRATION
09:00	Opening
09:15	Issue no. 1
09:30	Issue no. 2
11:00	COFFEE BREAK
11:30	Issue no. 3
13:00	LUNCH BREAK
14:00	Issue no. 4
14:30	Etc.

The project is co-funded by the European Regional Development Fund and by national funds of the countries participating in the Programme

Annex 6: Relevant Communication Documents

Document Name	Location
Application Form	AGROFFICIENCY Dropbox
Logo Package for AGROFFICIENCY	AGROFFICIENCY Dropbox
Visual Identity Package for AGROFFICIENCY	AGROFFICIENCY Dropbox