

SENTINEL

Project Communication Strategy

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A. Introduction

□ **What is SENTINEL about?**

From the 1st of June 2017 the Hungarian Charity Service of the Order of Malta is cooperating with 9 Central European partner organizations for a 3 year period to implement a transnational project aimed at developing and testing tools and methods for helping social enterprises. The project is funded by the European Union's Interreg Central Europe program with the amount of €1 952 166.

First of all, we have to understand, what a social enterprise (SE) is. Social enterprises are businesses which were set up to change the world. Like traditional businesses their aim is to make a profit, but it's what they do with their profit that sets them apart - reinvesting or donating it to create positive social change. Social enterprises exist in nearly every sector from consumer goods to healthcare, community energy to creative agencies, restaurants to facilities management. SEs are creating jobs and opportunities in less development regions. When a social enterprise profits, society profits.

SENTINEL, („watchman”) already has a lot to tell in its name, about what the project staff will do in the next 3 years. Demographic changes have started in recent years (shrinking population, migration, brain-drain), increasing social segregation and disintegration, especially in rural areas, represent serious economic challenges for the countries of the Central European region. In these regions social enterprises, if they are helped by a supportive environment, can be real drivers of social inclusion and work integration. The main goal of the project is to reduce regional inequalities in the participating countries and to strengthen social enterprises, to be able to play a prominent role in their local economy.

□ **Which outputs are the most relevant for transfer and why?**

Although the founders and executives of social enterprises are ready to take the risk, they often lack managerial and professional skills; therefore one of the important aims of the project is the improvement of managerial competences and entrepreneurial mind-sets.

One of the key objectives of the project is to create new jobs and to get more and more people in the participating countries to become familiar with the work of social economies.

Social enterprises are important employers in these disadvantaged regions, so their financial sustainability needs to be strengthened by popularization. Supporting social enterprises will be a brave, creative, innovative, and system changing action. It is a real

mission that strikes the existing social framework and will have a positive impact on the economy of the disadvantaged regions.

□ **What is the role of communication in your project?**

SENTINEL has partners from six Central European countries. In both of them social enterprises have been existing for years, but most Central European people doesn't even know what a social enterprise is. SENTINEL can also help here. One of the key objectives of the project is to get more and more people in the participating countries to become familiar with the work of SEs. The communication surfaces of the organizations, also Facebook, SENTINEL's webpage, and of course the press can be used to draw attention to the social benefits of SEs with well-addressed messages.

□ **What will be the results of your communication?**

SENTINEL has a much diversified partnership. For example in Italy, Italian people know what a social enterprise is, and they solidaritate with these enterprises, they help them to strengthen them. In contrast with Hungary and the Czech Republic where citizens don't even know what a social enterprise is, and they associate them with communism, and they have negative feelings about it.

First of all, SENTINEL's main goal is to let Central European people know what a social enterprise is, and why is it important to help, strengthen and mentor them. SENTINEL will try to show the media, the general public, the policy makers and the decision makers that social enterprises are the future in the less developed regions of Central Europe.

In addition, SENTINEL undertakes to link and promote communication between the social enterprises of the project. The goal is to share their ideas and experiences as quickly and easily as possible.

□ **What are your main reference points for this strategy?**

SENTINEL main goal is in connection with communication is to show the target groups that social enterprises can have a main role to launch economic growth. The project will show the general public that SEs are the future to eliminate economic and social inequalities.

In addition, general public, as an indirect target group, will be informed to raise awareness on the social benefits of social enterprises and their important role in the economic and social ecosystem of the Central European area. Social enterprises are important employers in these disadvantaged regions, so their financial sustainability needs to be strengthened.

□ **Who is involved in planning and delivering your communication?**

With the overall coordination of the LP (HCSOM) partners were deeply involved developing the communication channels and the strategy of the project. Their ideas, priorities and proposed actions have been integrated in the communication strategy.

In the partnership of SENTINEL every partner assigned someone with the communication tasks. As a lead partner, the Hungarian Charity Service of the Order of Malta is responsible for the communication work package, but at the same time it calls its partners to share their ideas, information and news with the whole partnership and the wider public. At the kick-off meeting in June the LP has shared its communication ideas, the proposed channels and media contacts. The communication goals will be delivered by the whole partnership of SENTINEL.

B. Strategy

■ **B.1 Communication to ensure internal involvement of all partners (WP Management)**

Challenges:

The aim of SENTINEL is not only to mentor and strengthen social enterprises. Besides supporting SEs, SENTINEL pays particular attention to link and promote communication between the ten associated partners. The goal is to share ideas and experiences as quickly and easily as possible. It may seem like distance can be an obstacle, but we use a several communication channels.

SENTINEL has a much diversified partnership, but partners choose nearly the same channels for internal communication. All of the partners prefer to use email, skype and we also exchanged phone numbers for urgent cases.

■ **Channels:**

- At the kick-off meeting the partnership had exercises in connection with communication. They could tell their most favourite internal communication channel and in addition they could recognize the others attitude. We considered running an anonymous survey among our partnership in every six month, about their satisfaction with internal communication. It will help and improve our internal communication.

Internal communication tools and channels among partners to guarantee a good flow of information and common visual identification of SENTINEL:

1. **Email-list:** SENTINEL has an email-list for internal communication. It was our first challenge to make a communication email-list, included the communication managers and the project managers. On this list we can discuss everything in connection with communication. Every partner is asked to send news that affecting social enterprises every week to inform the partnership and to provide news to feed the Facebook profile and the website.
2. **Skype:** Sentinel usually organizes Skype-conferences. It works successfully and efficiently.
3. **Meetings:** it is very important to meet in person and to discuss ideas and share experiences face to face. Sentinel has a meeting-schedule, the partnership meet in every six month, and SENTINEL had a Kick-Off meeting in June and will have a final meeting, where the whole partnership can discuss the project results.
4. **Chat, messenger:** a useful and effective way to ask a quick question or just a ‘yes-no’ question.
5. **Google-drive:** The Lead Partner (HCSOM) has already made a Google drive with several folders with different themes.
6. **Phone calls:** we usually use this way of communication in urgent cases. A Skype-conference and chat are much more useful and cheaper.

Results:

With the mentioned channels above SENTINEL has a quick and effective internal communication. Distance is not an obstacle to communicate with the partners. In addition to this, the partnership will communicate in a useful and coordinated way to implement the project.

■ B.2 Communication to ensure external involvement in output development

Objectives and challenges

Communication substantially contributes to the achievement of the project objectives and to the sustainability of the project results. As a valuable tool, communication serves to overcome the lack of awareness and recognition of the social value social enterprises (SEs) generate. With well addressed messages (targeted at policy makers, public authorities, business support organisations and sectoral agencies), it will be conveyed that SEs can be effective tools for regional convergence, but only with proper frameworks created through initiatives such as SENTINEL. In terms of communication, social enterprises, their support bodies and policy makers responsible for creating the policy frameworks for SEs are considered as direct target groups. Targeted tools are used to address them in order to share the outputs and results of the project and to foster cooperation among the relevant actors. In addition, general public, as an indirect

target group, is briefed to raise awareness on the social benefits of SEs and their important role in the economic and social ecosystems of the Central European area. The project's online presence provides continuous follow-up on activities and PPs will be in close contact with the representatives of the media via regular press releases/conferences.

Journalist onsite visits will be organised to provide first-hand experience. As a crucial tool for fostering cooperation, Social Enterprises' Fairs will be organised in all participating countries, inviting the above mentioned target groups, as well as sectoral agencies, SMEs, large enterprises, business support organisations.

Flagship SE videos are prepared to present successful SEs (having significant social impacts) in the context of the project. SENTINEL will launch the CENTRAL Documentary Contest of SE-related videos to provide a widely disseminated platform for digital contents offering insights to the operation of SEs and their unique nature and social benefits.

Many of the SENTINEL communication activities will be jointly carried out with external stakeholders, where they will have an active role in planning, implementing and evaluating the activities. These are: journalist on-site visits, SE Fairs, Flagship SE videos, CENTRAL Documentary Contest, social media accounts created and maintained on project level, common methodology for stakeholder group involvement, roundtables to facilitate SE networking.

Results

The project website will be updated regularly with up-to-date and well-addressed content about the activities and results of the project. Facebook feeds will lead to the website increasing its visibility. The estimated monthly number of visitors on the website will be around 350; out of them 40 will be new visitors in each month.

In every six months the Lead Partner will acquire the data in connection with webpage and Facebook, so it can be easily measured, how many stakeholders visited the social media sites and how much time they have spent there.

■ B.3 Communication to transfer outputs to new target audiences (WP Communication)

Raise awareness and increase knowledge

Communication tools will serve multiple purposes. On one hand, some tools, e.g. journalist on-site visits, infographics, Flagship SE videos, Documentary contest, will raise awareness by sharing light stories and also hard facts on the unique role of social enterprises. Then, other communication actions, e.g. Social Enterprises' Fair, attending thematic conferences will directly foster cooperation and cross-fertilisation among SEs.

Communication tools (social media, journalist on-site visits, project video, infographics) will provide visibility to the partnership contributing to its more effective operation, to further extension and cooperation with similar initiatives, to its visibility at EU policy making level and thus to its long term sustainability. The Communication Strategy will define effective knowledge sharing methods tailored to the output's target groups in order to further enhance cross-fertilisation and to enrich regional competences.

Influence attitude and behaviour

The output will target national programming bodies and decision makers of each participating country in order to create policy measures tailored to the needs of the social enterprises.

The target group will be addressed with various tools: soft facts and light stories will be shared through the Flagship SE videos, the social media with infographics in order to tackle the lack of awareness and recognition of the social value social enterprises generate.

Nowadays there are many social enterprises all over Central Europe. Some of them exist for years, but the general public does not know much about them. The communication aim of SENTINEL is to let the general public know about SEs, encourage them to buy or order from a social enterprises, because SEs will be the future of economic growth in the region. SENTINEL's main communication goal is to get in touch with general public through the media, especially social media and journalists on-site visits.

The message is the nearly the same for policy and decision makers. By and large decision makers have a better, wider knowledge about social enterprises, but they have to recognise, that SEs need more support, a bigger network, much more financial help and attentive and useful mentoring.

B.3 Communication to transfer to target groups

Target group	Communication objective	Status quo in 2017	Status quo aimed for in 2020	Key messages	Activities
Project partners	Increase knowledge Have a deeper knowledge and useful, effective toolbar	Most of the partners have experiences in connection with mentoring, helping Ses.	Useful and effective cooperation between the 10 partners to strengthen and mentor social enterprises in the Central European Region.	Cooperate! Share good ideas! Learn from each other!	Personal meetings Conferences Skype-Conferences Roundtables Communication Strategy Handbook Toolbook
Decision makers in all project regions and Mayors in all project regions	Increase knowledge and Change attitude	Already know about SEs, but usually don't consider them as real enterprises.	Help them to have better access to financial and EU resources. Mentor SEs to exist independently. Encourage local people to buy SE's products.	To consider SEs as real enterprises and accept SEs as classic, economical participants.	Leaflet Roundtables (personal meetings) Final brochure, event Press releases, conferences Journalists on-site visits SE's Fair Project level video
Sectorial agencies, market institutions, business support organizations	Increase knowledge and Raise awareness	Lack of knowledge Don't know how to help in strengthening and popularizing social enterprises	To draw attention to the social benefits of social enterprises. To understand that social enterprises can be an effective tool for regional convergence.	Mentor SEs. Help the general public to have a greater access to SE's products. Social economies are important employers in these disadvantaged regions.	Round-tables, conferences (personal meetings) Final event, brochure SE's Fair Infographics Handbook Toolbox

General public	Raise awareness, and Increase knowledge	Different countries, different knowledge about SEs.	Should know that SEs are really useful and important participants of the national economy.	SEs have main role to launch economy in less development Central European regions. Their operation is transparent and verifiable.	Social media Press releases Journalists on- site visits Infographics, videos, posters, leaflet Promotional materials SE's Fair Final brochure, event
Media	Increase knowledge	Most of them doesn't know what a social enterprise is. (except in Italy)	The press can be used to draw attention to the social benefits of social enterprises with well-addressed messages.	SEs are transparent and operating without corruption. SEs are providing job opportunities and trying to sell off unemployment.	Press releases, conferences Journalist on- site visits Social media Videos Infographics

C. Activities

C.1 START-UP ACTIVITIES

C.1.1. Communication strategy

Project level communication strategy includes the followings: communication aims, tools to be used, tactics, messages, roles, responsibilities, target audiences, timeline and resources. In the strategy there are the detailed communication activities, included the remarks of the partners. The Communication Strategy must be give a clear guidance to SENTINEL's partnership what to do and who to do for the next 3 years.

Key points:

Project output in focus of activity: to inform partnership about the communication deliverables, communication objectives and about the main messages.

Main target audiences: partnership

Responsible partner for implementation: HCSOM

Project partners to be involved: 10

Deadline: 09/2017

C.1.2. Online presence set up (website, social media accounts)

The project website hosted by the Programme will be set up and regularly updated (minimum once a week) in line with the Communication strategy. Social media accounts (Facebook), the webpage and Youtube channel be opened and regularly updated. These accounts have been created in July and uploaded with news and information of the partnership. It would be important to communicate - online - the process and output development as well as the benefits the project brings across.

SENTINEL's Facebook page:

<https://www.facebook.com/CentralEuropeSentinel>

SENTINEL's webpage:

<http://www.interreg-central.eu/SENTINEL>

SENTINEL's Youtube channel:

<https://www.youtube.com/channel/UCe1DsOTLNPEPstzFDXEuGSw>

Key points:

Project output in focus of activity: increase knowledge and raise awareness

Main target audiences: general public

Responsible partner for implementation: HCSOM

Project partners to be involved: 10

Deadline: 07/2017

C.1.3 Compulsory project posters prepared

Each partner will prepare and place the compulsory poster in line with the requirements of the Programme.

Key points:

Project output in focus of activity: increase knowledge, raise awareness

Main target audiences: general public

Responsible partner for implementation: all PPs

Project partners to be involved: 10

Deadline: 08/2017 delivered to partners and translate to national language: 09/2017

C.2 MEDIA RELATIONS

C.2.1 Press releases

Press releases will be prepared linked to each transnational working group meeting, kick-off meeting and final conference. Press briefings will include relevant information on the project progress and results and infographics will be included.

Project output in focus of activity: increase knowledge, raise awareness, change attitude

Main target audiences: general public, policy and decision makers, market institutions.

Responsible partner for implementation: HCSOM, Fund 05, USI, CEI, RDA, Prizma, SI

Project partners to be involved: 10

Deadline: 1st press release and briefings in 06/2017, and every six month.

C.2.2 Press conferences

Press conferences will accompany the partner meetings inviting the representatives of local, national and EU level media.

Project output in focus of activity: increase knowledge, raise awareness, change attitude

Main target audiences: general public, policy and decision makers, market institutions.

Responsible partner for implementation: HCSOM, Fund 05, USI, CEI, RDA, Prizma, SI all PPs

Project partners to be involved: 10

C.2.3 Journalist on-site visits at operating Social Enterprises

Each participating country will organize one journalist on-site visit at operating social enterprises. The aim is to provide first-hand experience on the unique nature and social benefits of the SEs and to provide insights to the support services tested in the pilots.

Project output in focus of activity: increase knowledge, raise awareness, change attitude

Main target audiences: policy and decision makers, sectoral agencies, SEs, and of course general public via journalists

Responsible partner for implementation: all PPs

Project partners to be involved: 10

Deadline: 11/2019

C.3 PUBLICATIONS

C.3.1 Initial project leaflet in English

An introductory project leaflet in English only in electronic version will be prepared that will provide information on the project objectives, partnership, activities and foreseen outputs. Partners will have the option to translate it to national language and feed their own social media with it.

Project output in focus of activity: increase knowledge, raise awareness

Main target audiences: general public

Responsible partner for implementation: HCSOM

Project partners to be involved: 10

Deadline: 10/2017

C.3.2 Final brochure in English

By the time of the Final Conference, a final brochure in electronic version will be prepared. It will summarise the results of the project in an easy to read format supported by infographics and other informative visual elements.

Project output in focus of activity: increase knowledge, raise awareness

Main target audiences: general public, decision makers

Responsible partner for implementation: HCSOM

Project partners to be involved: 10

Deadline: 02/2020

C.3.3 Infographics to feed the printed publications, website and social media accounts

In each reporting period, at least 1 informative infographic will be prepared in English to feed into other communication tools. The aim of the infographics is to present SE related processes and project results in an easy to understand way. Infographics can be used on social media accounts to raise awareness.

Project output in focus of activity: increase knowledge, raise awareness

Main target audiences: general public

Responsible partner for implementation: all PPs

Project partners to be involved: 10

Deadline: 1st in 09/2017

C.4. PUBLIC EVENTS

C.4.1 Documentation of SENTINEL Final event

The project's final event will be organized in Slovenia and it will take 2 and a half days with cc. 100 participants, where main project results will be presented along with videos of the CENTRAL Documentary contest, videos made about the project and the results of the journalists on-site visits.

Project output in focus of activity: increase knowledge, raise awareness, change attitude

Main target audiences: national and regional decision makers, business institutions, EU bodies and general public.

Responsible partner for implementation: SI

Project partners to be involved: 10

Deadline: 03/2020

C.4.2 Participation in other thematic conferences

Each partner will participate at one national level thematic conference in order to disseminate the project results, carry out networking and build synergies with other EU initiatives.

Project output in focus of activity: increase knowledge, raise awareness, disseminate project results

Main target audiences: decision makers, business institutions, social enterprises, general public

Responsible partner for implementation: all PPs

Project partners to be involved: 10

Deadline: 07/2017, and in every month during the project

C.5. TARGETED EVENTS

C.5.1 Social Enterprises' Fairs

In each participating country a Fair for SEs will be organized. The aim of the 1-day-long events will be to foster cooperation amongst SEs and to create the opportunity to present themselves to a wider audience. It seems a good idea to link them with other bigger thematically linked national events focused on social enterprises, if it is possible.

Project output in focus of activity: increase knowledge, raise awareness

Main target audiences: general public, sectoral agencies, business support organizations, large enterprises,

Responsible partner for implementation: Fund05

Project partners to be involved: 10

Deadline: 09/2019

C.6. Digital activities including social media and multimedia

C.6.1 Regularly updated online project presence

Project's online presence, including the website hosted by SENTINEL and 2 social media accounts (Facebook and Youtube) will be updated regularly with informative written and visual content. Infographics will be embedded to the platforms. It is important to communicate the process and output development as well as the benefits the project brings across.

Project output in focus of activity: increase knowledge, raise awareness

Main target audiences: general public

Responsible partner for implementation: all PPs

Project partners to be involved: 10

Deadline: 7/2017

C.6.2 Flagship SE videos

Each participating country will prepare a video (on national languages with English subtitle) about flagship SEs ideally involved in the pilot actions. They will be presented in the context of the project and by presenting the results on national level.

Project output in focus of activity: increase knowledge, raise awareness

Main target audiences: policy makers

Responsible partner for implementation: all PPs

Project partners to be involved: 10

Deadline: 01/2020

C.6.3 Project video on partner level

Based on the partners' Flagship SE videos, a project level video in English will be prepared presenting the main project results. The video will be widely disseminated in various online platforms.

Project output in focus of activity: increase knowledge, raise awareness

Main target audiences: general public, EU bodies

Responsible partner for implementation: HCSOM

Project partners to be involved: -

Deadline: 02/2020

C.6.4 Central Documentary Contest of SE related videos

SENTINEL will launch a contest of SE related awareness raising videos. Relevant videos can be submitted by CE competitors and the Steering Committee will be in position to evaluate the videos. Selected videos will be presented at the Final Event.

Project output in focus of activity: increase knowledge, raise awareness

Main target audiences: general public, EU bodies

Responsible partner for implementation: HCSOM

Project partners to be involved: 10

Deadline: 03/2020

C.7 Promotional materials

C.7.1 Set of general project promotional materials produced

To support the partner level stakeholder meetings and events, small scale promotional materials will be prepared in each countries. Included items, meeting the visual requirements of the Programme: roll-ups, pens, bags, sticks, notepads and folders.

Project output in focus of activity: increase knowledge, raise awareness

Main target audiences: general public, EU bodies

Responsible partner for implementation: all PPs

Project partners to be involved: 10

Deadline: 01/2018

D. Timeline

Action	Activities	Partner in charge	Participating partners	Deadline
WPC	WPC Communication	HCSOM	All PPs	
A.C.1	Start-up activities	HCSOM	All PPs	
D.C.1.1	Project communication strategy	HCSOM	-	09/2017
D.C.1.2	Project's online presence set up (website, social media accounts)	HCSOM	-	07/2017
D.C.1.3	Compulsory project poster	All PPs	-	08/2017
A.C.2	Media relations	HCSOM		
D.C.2.1	Press releases	All PPs	-	06/2017, every six months
D.C.2.2	Press conferences linked to the project events	All PPs	-	06/2017, every six months
D.C.2.3	Journalist on-site visits operating SEs	All PPs	-	11/2019
A.C.3.	Publications	HCSOM		
D.C.3.1	Initial project leaflet in English	HCSOM	-	10/2017
D.C.3.2	Final brochure in English	HCSOM	-	2/2020
D.C.3.3	Infographics to feed the	All PPs	-	09/2017

	website and social media			
A.C.4	Public events	HCSOM		
D.C.4.1	Final event	SI	-	03/2020
D.C.4.2	Participaton at other conferences	All PPs	-	07/2017, in every mo
A.C.5	Targeted events	Fund05		
D.C.5.1	SE Fairs	Fund05	All PPs	9/2019
A.C.6	Digital activities	HCSOM		
D.C.6.1	Regular updates on the project's online presence	All PPs	-	From 07/2017, every feedthe Facebook an website with news.
D.C.6.2	Project videos on partner level	All PPs	-	01/2020
D.C.6.3	Project video on project level	HCSOM	-	02/2020
D.C.6.4	CENTRAL Documentary Contest and Festival	HCSOM	-	03/2020
A.C.7	Promotional materials	HCSOM		
D.C.7.1	Production of the general project promotional materials (roll-up, notepads)	All PPs	-	01/2018

E. Annexes

<https://www.odi.org/publications/5186-planning-tools-how-write-communications-strategy>

<https://knowhownonprofit.org/campaigns/communications/communications-strategy>

<http://www.centreforsocialenterprise.com/what-is-social-enterprise/>

<http://www.socialtraders.com.au/about-social-enterprise/what-is-a-social-enterprise/social-enterprise-definition/>

<http://www.investopedia.com/terms/s/social-enterprise.asp>

<http://www.maltai.hu/cikk/hir/2725>